Saturday Review

NUARY 21, 1956 / 20¢

.S. PROSPERITY

alysis & Forecast

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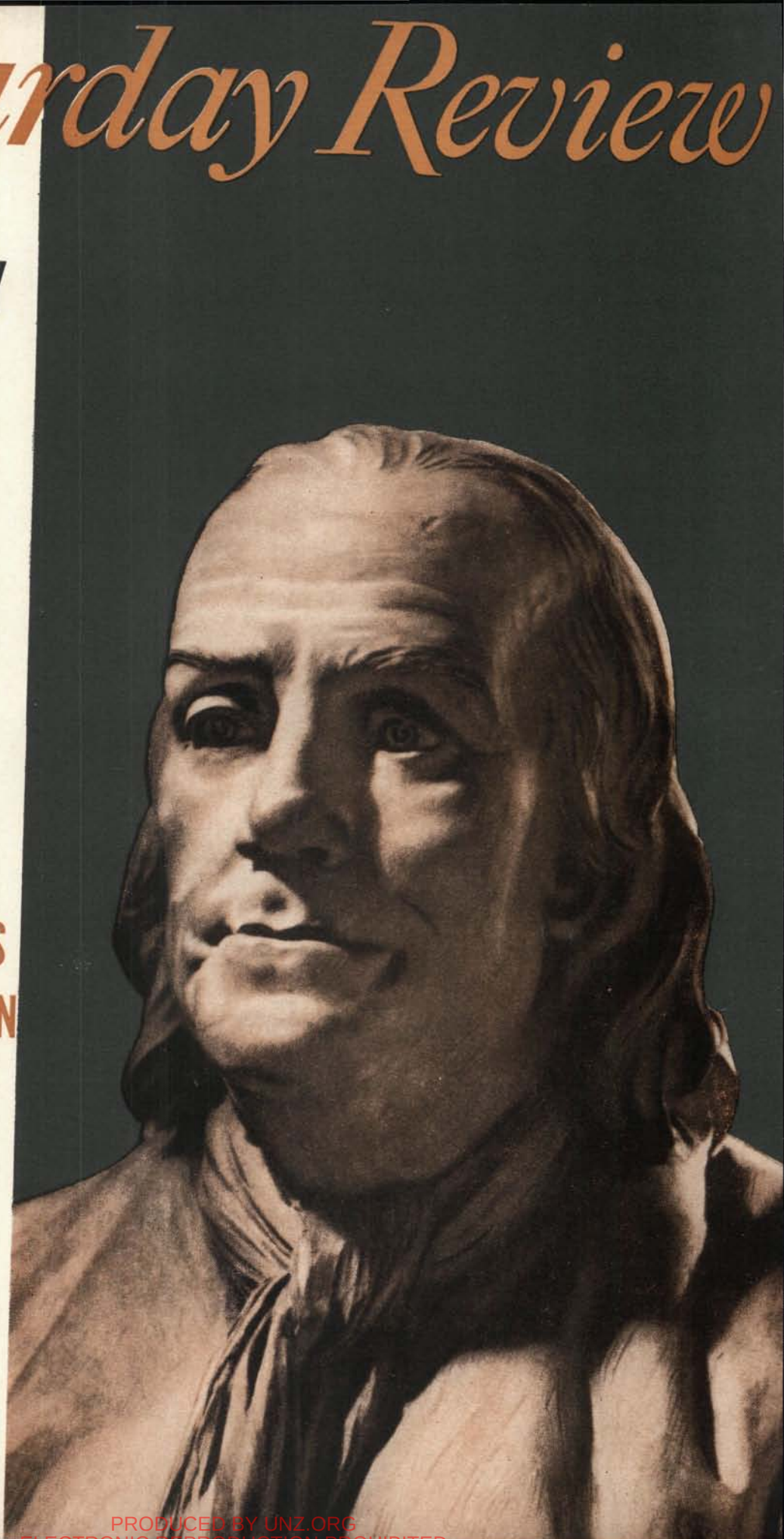
E FUTURE BELONGS THE EDUCATED MAN

Harry A. Bullis

RY FORD II

Businessman of the Year

in Franklin, whose 250th
this week is the occasion
publication of four books.



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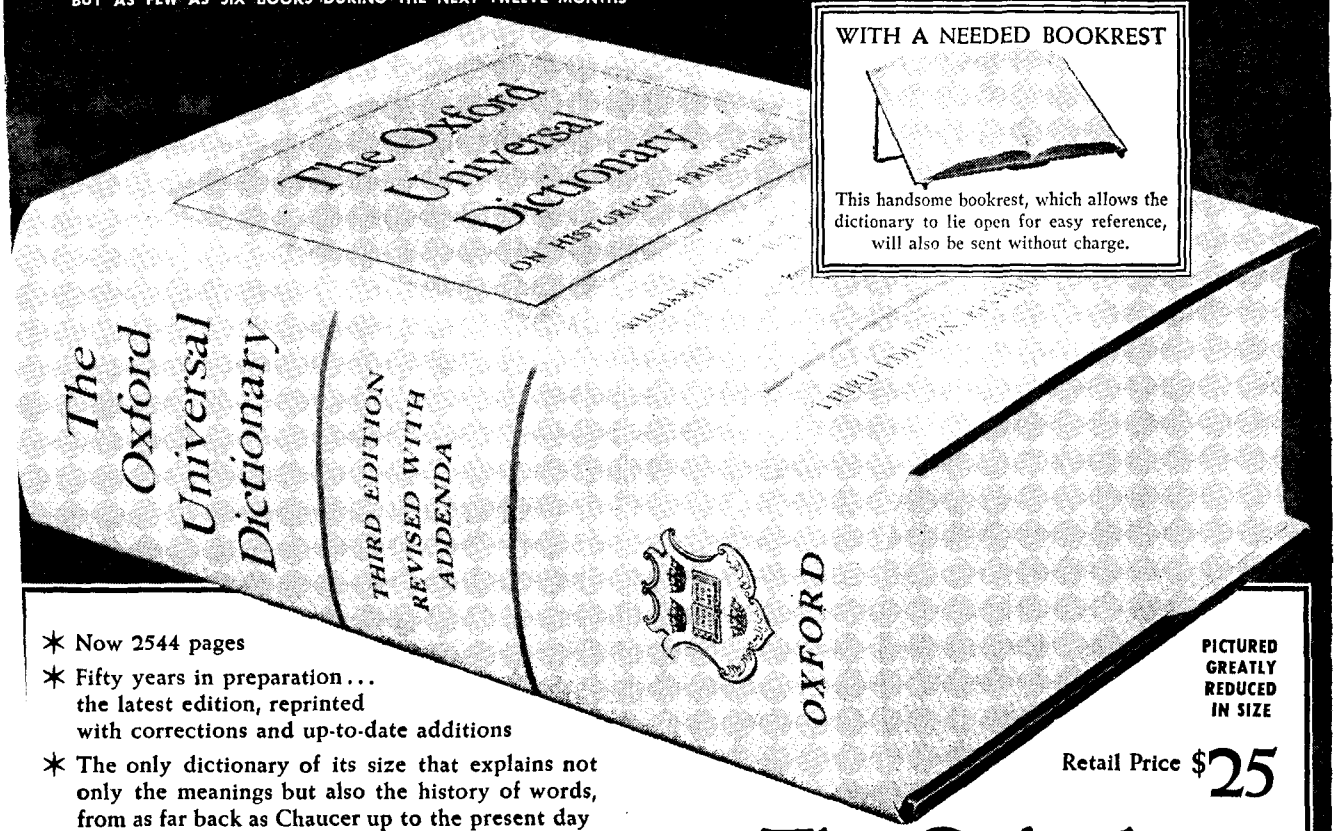

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The Saturday Review

JANUARY 21, 1956

Cover: Terra cotta bust (1777) by Jean-Jacques Caffieri; from "Mr. Franklin."

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THE 3 TRADESMEN

The enemy was nearly at the gates, and the town council was desperately trying to decide on the best means of defense.

A bricklayer rose to say that their only salvation was bricks. A carpenter insisted on wood. And the ironmonger pleaded for metal.

For Aesop, this story simply proved that sometimes it's pretty hard to see beyond your own nose.

And lots of investors are that way too. They get to thinking the stocks they own are just perfect for their purposes. They get so attached to them, so foolishly proud of them sometimes, that they'll even try to find excuses for them when earnings slip or their prices fail to keep up with the rest of the investment parade.

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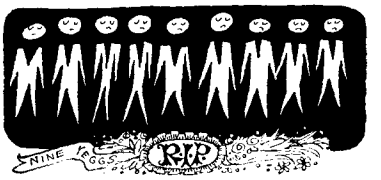
TRADE Winds

THE WINTER VACATION season is on full blast, and apparently a lot of TRADE WINDS readers have been pun-bathing.

Richard Armour, for example, introduces us to a monk who persists in running away from the monastery. An obvious case of cloisterphobia. . . . A doppas who took care of Alex Gottlieb's lawn in Hollywood fell into the swimming pool. Alex left him there, too—just so he could tell the boys at the studio his was the only place in town with a sunken gardener. . . . Gloria DeHaven, late for lunch, alibied, "According to the clock at the bank, I was right on the dot." "That doesn't prove a thing," scoffed the date. "We call that the bank where the wild time grows". . . . Buck Robbins was present when nine hoods, wiped out in a gangland shooting fray, were buried together in one big, inexpensive coffin. The cops simply put all their yeggs in one casket.



And Joe Onsrud tells about a Wisconsin trapper who came to town to buy a case of soft drinks and a copy of "Of Human Bondage." He left both on a table in a lunch room and wandered about for a while. When he came back the book had disappeared. "You having some trouble?" asked the proprietor. "I sure am," answered the trapper. "I've found my pop but I've lost my Maugham!"

ONE OF AMERICA'S cleverest and most successful writers is courting disaster by dashing off his new books too quickly, and refusing to remain in town long enough for necessary revisions. The advice his publisher gave him might be heeded by others like him, who consider polishing and proper disposition of loose ends in a manuscript too much trouble: "You'll have to stop grabbing the money, Joe, and running for the train!" . . . Sophisticates are chuckling at the title a new British publisher has been persuaded to put on a novel of high life in a Swiss ski resort: "Put It Back in the Snow." . . . Bob Sylvester has been entertaining an author who is making his first visit to the Big Stem in ten years. "Note any significant changes?" asked Bob. "Yes," answered the author. "The cabs are smaller and the tabs are bigger." . . . Busier than bees are the lads in *The New York Times* book-review department. Harvey Breit's "The Writer Observed" and Orville Prescott's "The Five Dollar Gold Piece" will be published in February, and Francis Brown's "Whaling Days in New England" in the fall. And when Charlie Poore begins another book, a dozen publishers will be waving contracts at him before he can say "Mary Carter."

A NEUROTIC, ACCORDING to Martin Stone, builds air castles. A psychotic lives in them. And an analyst collects the rent. . . . Patty Burgess spotted the ad of a Pittsburgh hotel announcing the acquisition of a new parking lot Its heading: "Parking Is such Stree Sorrow." . . . A jealous author, fuming at the lengthy, generally ecstati reviews accorded a new book tha *scarcely merited such favor, decidec* "It's because the reviewers themselve all lead the precise kind of lif described in the darn thing. Give reviewer half a chance to identif himself with your hero, and he rave about your book for columns c end!" . . . Ad in the classified sectic of *Billboard* magazine, reported b Phil Moore: "Lion Tamer Wan Tamer Lion." . . . Volume Two "The Concise Encyclopedia of A tiques" (Hawthorn) contains a cha ter devoted entirely to musical box One such device was concealed in bustle presented to Queen Victo by an ardent patriot on the occasi of the Queen's Jubilee, and gave fo with the stirring strains of "God Sa

the Queen" whenever the wea seated herself. The editor adds ca ously, "It is not known if this bu ever was worn by the recipient, b it had, the effect it caused must su have been worthy of record."

WHILE PREPARING the manuscrip "Sagebrush Circuit" (Macmillan) Kendrick Strong compiled a lis words that are derived from pos roots, but are employed only in negative. He thereupon wove t

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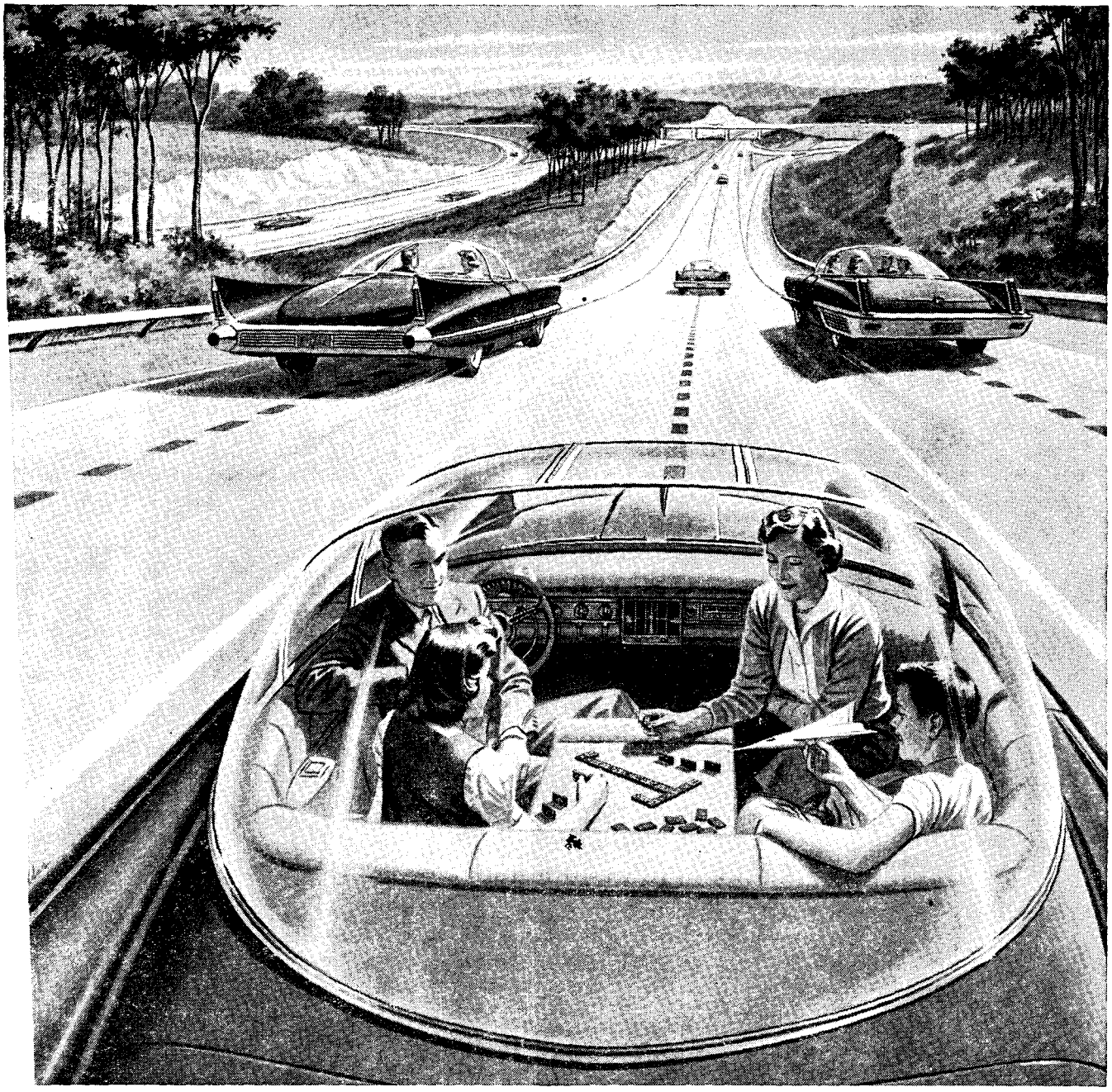

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*Names on request from this magazine

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along with a few unused opposites, into this promptu (1) tale:

An effable (2) and dignant (3) young man with maculate (4) make-up greeting with coolth (5) a couth (6) northpaw (7) of the sipid (8) 1950 pennant winners. But when she learned that he was choately (9) pecunious (10) she at once became ert (11). In a pudent (12) fashion she Jekylled into an anthrope (13), turning the encounter into a personal hap (14) by making him domitable (15).

(1) Latin: *promptu*—"carefully prepared"
(2) Latin: *effabilis*—"quite ordinary"
(3) Latin: *dignus*—"contented"
(4) Latin: *maculatus*—"smeared"
(5) Why not?
(6) Anglo-Saxon: *cuth*—"gentlemanly"
(7) Why not, indeed!
(8) Latin: *sapidus*—"salty"
(9) Latin: *(in)choatus*—"actually"
(10) Latin: *pecunia*—"well-heeled"
(11) Latin: *ar(t)s*—"predatory"
(12) Latin: *pudeo*—"shameful"
(13) Greek: *anthropos*—"flirt"
(14) Icelandic: *happ*—"fortuitous occasion"
(15) Latin: *domito*—"eat out of her hand"

Does Dr. Strong's story tempt an other readers of TRADE WINDS to tr their hands in a similar vein?

DINING WITH SOME SPORTS experts th other evening I heard a golf stor told as gospel truth, that lingered my mind. It inspired the following:

NO SALE

"My name is Carter," said the ma behind the desk, "and this is n assistant editor, Tom Johnson. W understand you've got a rather u usual golf story up your sleeve. W haven't run anything about golf n for several issues and with a n season coming along—well, we're i terested. Let's have a look at yo manuscript."

"Oh, I haven't got any manuscrip the visitor assured them. "I ne could write for beans. I thought yo just let me tell you my story and th you might assign one of your bri young men to get it down on pap We could split what you pay fif fifty."

"I see," said Carter dubiously. you can keep it short, suppose give us the outline right now."

"It's the story of a semi-final ma in a championship tournament," plained the visitor, "and there's of a classic contrast between the contestants. One is a very rich m son, Newport and all that, who's

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graduate of the iviest university of the lot. The other is a rank sandlotter—just graduated from caddying in a hick town down South. Their clothes, their clubs, their manners—everything completely different. But they both know how to wham a golf ball down the middle of a fairway."

"This ivy university," interrupted Carter. "Which one did you say it was?"

"I didn't say," smiled the visitor, "but if it's important to the story, he came from ——." The two editors stiffened and exchanged glances. It was their *alma mater* that had been mentioned. "Go on," said Carter.

"The match was a dingbuster," enthused the visitor. "See-saw all the way, with neither man ever ahead by more than one hole. They came to the seventeenth all square, but the ivy boy sliced his drive and took three to reach the green. The sandlotter was inside him in two. That college fellow putted boldly, however, down hill all the way, and sank for a par four. The sandlotter had to follow suit to carry an advantage to the eighteenth hole.

"He took plenty of time lining up his putt and everybody thought he'd made it, but no! the ball stopped on the very lip of the cup. The crowd, rooting for him almost to a man, obviously was disappointed while the sandlotter shook his head and snatched up his ball. At the edge of the green he stopped short. "Holy smoke!" he exclaimed. "I broke Section 4 of Rule 3 when I didn't putt out. That calls for a two-stroke penalty. I guess technically I lose the hole!"

The official scorekeeper said, "You do—unless your opponent waives the technicality. Since the ball wasn't an inch from the cup I'm sure he won't and on the rule."

"Everybody smiled with relief but the ivy boy, who said curtly, 'But I say. A rule is a rule. It's my hole.' They halved the eighteenth, so the privileged class won out and the sandlotter just got an 'A' for effort. And that's my story."

Carter rose from his chair to usher the visitor out. "I'm afraid it won't do," he said. "No graduate of the university you mentioned would believe that way. Your premise is unbelievable. If you ask me, the whole thing sounds like Commy propaganda."

When the visitor was safely out of range, Johnson turned to his boss and said angrily, "I thought it was agreed that nobody would ever give out the true story of that match. Who do you suppose snitched?"

Carter looked glum. "Probably," he surmised, "the fellow was there and saw it for himself."

—Bennett Cerf.

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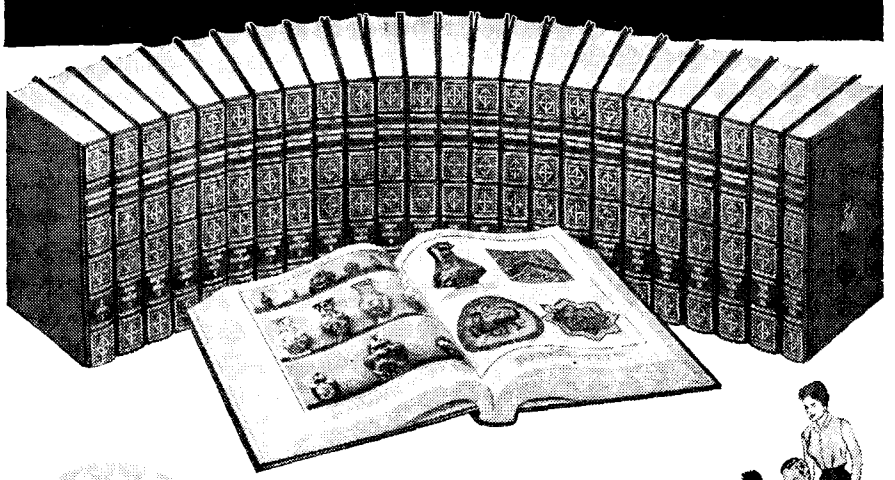

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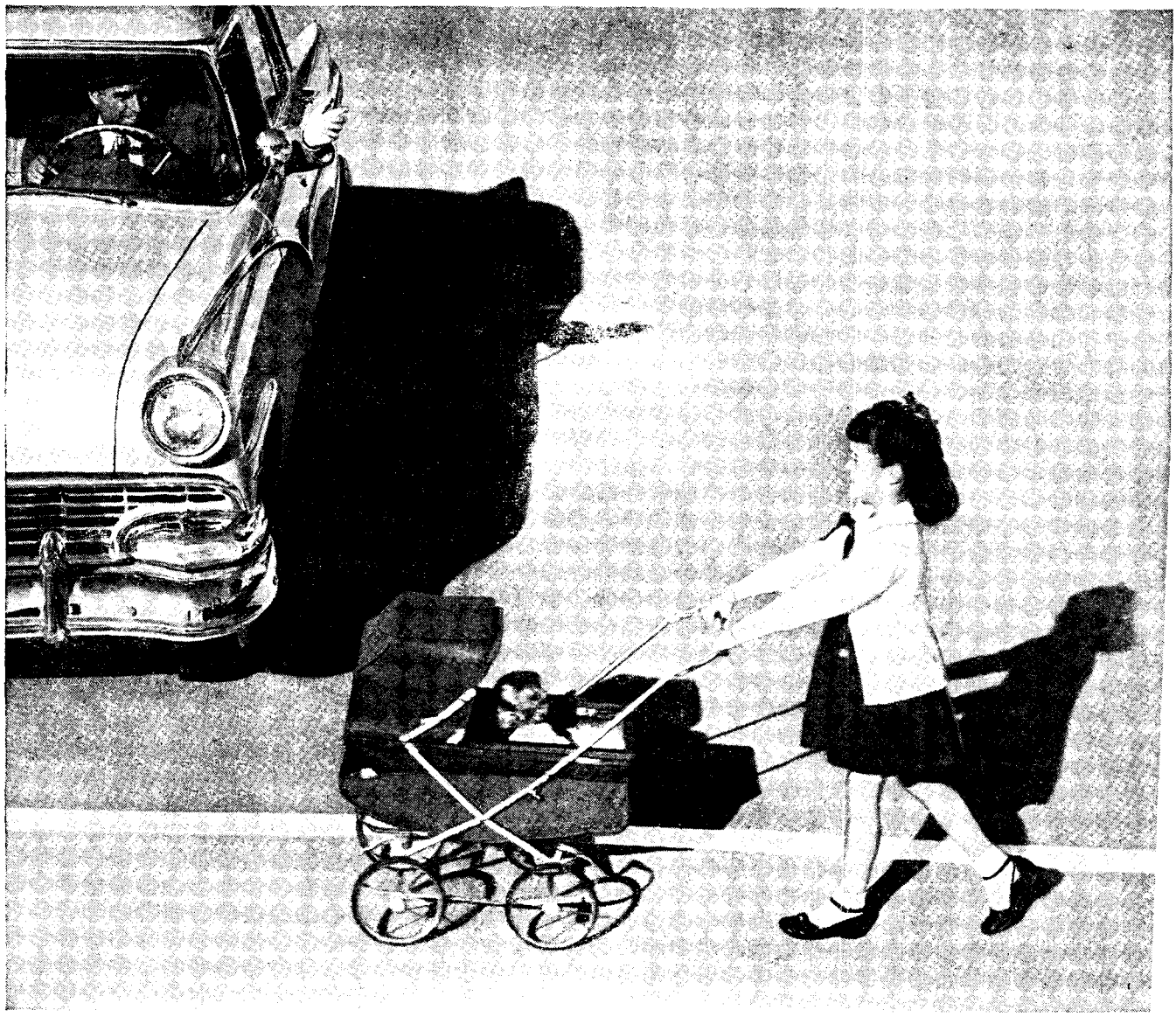

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The Saturday Review
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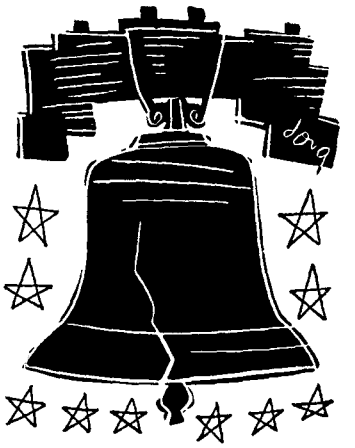
THE FUTURE BELONGS TO THE EDUCATED MAN



Emerson once wrote that "One of the benefits of a college education is to show the boy its little avail." Presumably the sage meant that the chief means of learning are books—which are best absorbed on long, lonely New England evenings—or reflections on God in the autumn woods, or canoeing down Concord River. But these days a man must specialize, writes Harry A. Bullis, chairman of the board of General Mills. And to function in the community-at-large he should have at least a notion of others' specialties. He'd better get as much formal education as he can.

HARRY A. BULLIS

THE word "neighbor" is rapidly taking on a new dimension in the modern world. It accumus greater significance through int communication, economic interendence, and the need to close cs against threats to our freedoms. vly but inevitably it is dawning he minds and hearts of men that all live in the world together. A years ago Minnesota's noted bota- Dr. W. C. Cooper, discussed the long history of the knolls of that . He said he had reached the con- on that the plants, shrubs, and growing on them had developed tain botanical harmony, permitthem to live together in physical tolerance. Maybe we human beings can profit by this example fast enough to make our place secure in the world. I think we can.

But who are the men and women to lead our present civilization into an era of world harmony and physical tolerance? These are times of revolutionary scientific developments, many of them bringing shattering economic and sociological changes; days of international tensions when most nations are striving with often frustrating efforts to establish working principles for a reasonable degree of world harmony. Part of the answer, at least, rests with the young men and women in our universities and colleges today. The future—the good future—of this country and the world rests with the highly educated man. Without him, we cannot save ourselves. With him, we may.

Intellectual maturity can no longer be left to a small element of our society. It must expand to cover large segments of our people, spread out from universities and bring a re-examination of human values and problems in the light of new facts. It is imperative for our survival that we develop an army of intellectually grown-up men and women. Today's undergraduates are candidates for tomorrow's corps of leaders. To justify their membership they must use their academic education as the starting point, not the termination, of their intellectual growth. It is the future they must look to, a future inevitably to be far different from the present. Only the penetrating and highly trained mind can appraise the future and prepare to win success in it.

A highly educated man has been educated at two levels: first, he has a practical understanding of modern technology, is able to foresee its developments and their economic and sociological impact on modern society. Second, he has been tutored in humanistic values. His knowledge of

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history, economics, religions, sociology, and psychology must be so thorough that he can evaluate change in terms of continuing human progress rather than as a threat to human stability.

At the same time he must be so mentally flexible that he can avoid at all times the psychic shock that too often comes with changes. He must be able to accept new techniques and precedent-destroying discoveries without discarding the valid experiences of the past. Rather he must be able to re-examine historic contributions to human progress and relate them to current thinking and technological advance. The ability constantly to reappraise the factors of civilization in terms of progress is the mark of the intellectually and emotionally mature man.

What are some of the aspects of the future? Recently, national leaders previewed what may happen to the United States during the next decade. They estimated that the total production in our country will increase by almost one-half. Of course, there will be more people each year, but to increase our total output from 360 billion dollars to 500 billion dollars or more requires an increase in the productivity of everyone. The significant point here is the general confidence among economists that we will reach such a goal by the end of the next ten-year period.

Also the next ten years will witness many sociological, medical, psychological, and cultural changes which will benefit mankind. The task of the hour is to find the right means to attain all of these good objectives.

President Ralph Cordiner of General Electric warns us to stop looking ahead for *only two years*. Rather, look at the next *twenty-two years*. He estimated that by then over half of the energy and power used in this nation would come from atomic-energy sources. And all that is going to come in the first half of the useful working careers of this year's college graduates.

With what unemotional curiosity will our young men and women appraise the role of the United States in the world? Since 1913 our nation has given away, in one form or another, 120 billion dollars worth of goods and services. We received nothing tangible in return. All this was beyond our regular foreign trade. Since the end of the Second World War we have given away more than 50 billion dollars.

Men free of prejudice recognize that although the United States has poured out aid in such huge amounts, it has not been weakened. If anything, the reverse is true and we have become stronger. In undertaking the burden of aid to other countries, we increased our capacity to produce. As a result of continued high employment and high wages, we also increased our capacity to consume. We have proved that we were able to give aid to the rest of the world and at the same time raise our own standard of living at home.

However, we now are attempting to bring our foreign aid to an end, especially in Europe. Many believe this is good, not only for ourselves but also for the good of the countries to whom we have given aid. But what should be our program for foreign aid from now on? We clearly have a strong national interest in the field of foreign economic policy. It is the responsibility of highly perceptive minds to answer this and many other questions. We live in a domestic economy that has a history of expansion and opportunity. There are men living in the Middle West area today who helped build the Northern Pacific Railroad, the first of three northern transcontinental railroads. Other men somewhat younger, remember the building of the Great Northern, the second transcontinental railroad. The third—the Milwaukee Road—was completed ten or eleven years into the present century.

ARCHITECT Frederic Burnham warned the people of Chicago after the great fire of 1873: "When you rebuild make your plans big." Chicago did. But today Chicago needs rebuilding. Large sections of practically all metropolitan areas do too. How many of our trained young leaders will come forth with plans daring enough for the rebuilding of our cities?

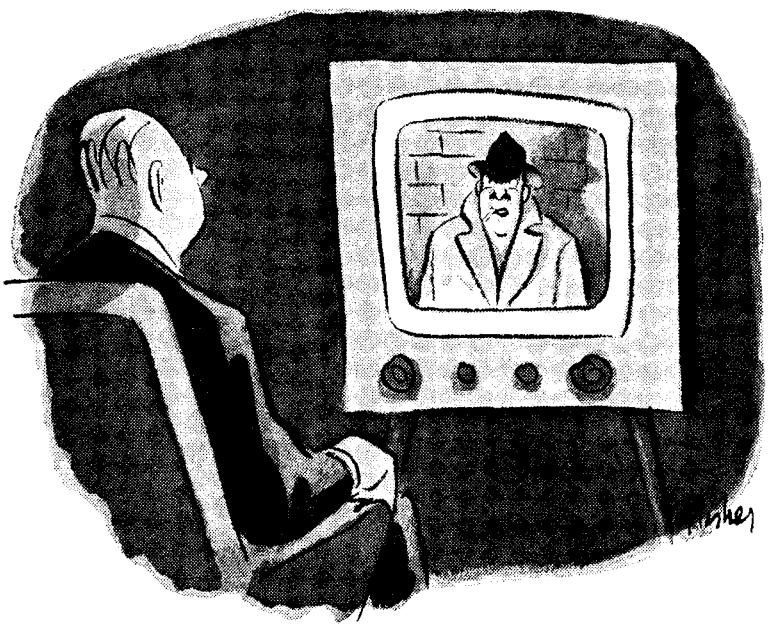
Any rebuilding or any shift in an expanding sociological pattern will bring the need for adjustment. The educated man knows this. The ability to adjust to adjustment is a measure of intellectual stability.

But, unfortunately, our educated young men and women have to cope with people who cry for progress and advantage but who do not want to pay the price. I recall the story about a woman who lives in a Minnesota town and who complained vigorously about the number of tourists in the state of 10,000 lakes. She was reminded that every year the tourists leave 120 million dollars behind them —money the state needs for development. "Yes, I know," she sighed, "but couldn't they be reasonable and just send the money up? Then we'd be much more comfortable."

Now, of course, all young men and women are not going into the top echelons of business, nor are they preparing to be builders of railroads or planners of cities to accommodate the future. Whatever route to success they may select, because of their education and training in values, they must assume their share of social responsibility.

If they enter the industrial world the one I am most familiar with they will be successful only if they recognize and try to do something about the social responsibilities of business today. What are they and why are they important? Let's take a careful look.

Here are just a very few of the questions that must be answered: Is industry planning well ahead to be able to absorb future job hunters in our rapidly increasing population? Is it giving equal opportunity to each one who is willing to pay the price?



"This is a paid political announcement: Folks, rats like me simply wouldn't be at large if you'd all go to the polls and elect Eldridge P. Schmurk district attorney."

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intelligent hard work, regardless of race, color, or creed? Is it providing opportunities for our handicapped citizens who are capable of limited employment? Is it cooperating with Government in areas where the combined efforts of Government and industry are needed to stabilize our economy?

Then there is that other great question, one that touches our universities and all other centers of learning. Is industry contributing unfettered money in the forms of grants-in-aid, scholarships, and endowments to underwrite American education? Is industry carrying its share in developing a larger supply of intellectually daring young citizens to take over and guide America's economic and social future?

IF OUR democracy is to survive, hese, and many more questions about ndustry must be answered. And to-lay's undergraduates, when they en-er business, must become factors in ise and unfrightened progress. Amer-a is in a state of revolution against ne *status quo*. According to his in-llectual and moral strength, each an and woman must face up to the roblems inherent in our creative stlessness. Success, in the full mean-g of the word, can never be theirs less they do.

But let's pause to take a closer ok at the individual members of r university population. In the first ace, their *alma maters* have offered em a thorough and sound educa-n. How much of it they will retain, ly time will tell. Let me be very actical and urge them to maintain ir education by continuing to study, reading more and by constantly ging to uncover new facts and by selessly striving to understand ple and their prejudices, not, of rse, leaving out their own preju-es. This is the era where success l responsibility are the reward of ssant study and the courage to stion.

his is a great day to be alive. It is eriod of turbulent promise. As sident Eisenhower said, "A glori-economic future may be ours, but can achieve it only by wise man-nent of our national household." ho are to be the wise managers? ur great universities are to live to their tradition, then out of classrooms must come leaders— and women of vision and judg-t, fearless thinkers never content st on unrefreshed laurels. They make use of their sharpened ts and go forward with intelli-action. No one doubts that theirs be the era of the highly educated

BOOKED FOR TRAVEL

The Nations at Red Square

—*Sovfoto.*

Russians lined up on Red Square before the Lenin-Stalin tomb.

By HORACE SUTTON

Moscow (By Cable).

AS I write this I can look across my desk and out the hotel window to the red brick walls and the yellow buildings of the Kremlin across the street. Here in the Moscow night floodlights spark a brilliant glow from the gold domes of the three cathedrals inside the walls, where in other days Tsars worshiped, were crowned, and were buried. There are no services in the cathedrals now. For the men of the Kremlin the cathedrals have become museums, and the domes serve but to dazzle the visitor with their oriental beauty. High in the sky five red stars of ruby glass mounted on Kremlin towers glow in the winter darkness, a beacon to the 600,000,000 people for whom Moscow is the new Mecca.

At lunch today in the hotel dining room the guests were British correspondents, West and East Germans, two young Frenchmen in billowing ascots, a Lutheran minister from Minnesota, a Czech hockey team, and a businessman from Philadelphia here to buy caviar. In the corner a Chinese couple with their son were having trouble mastering the knife and fork. But all could pause and look through the windows, past the sacred mausoleum of the Soviets, clear up Red Square to the ten checkered and striped cupolas of Saint Basil's cathedral, built by Ivan the Terrible in a flush of victory over the Crimean Tartars in 1560.

Almost any afternoon at five a long black line not dissimilar from the queue that assembles for the Easter show at the Radio City Music Hall in New York begins to wind up towards the mausoleum on Red Square, where the embalmed remains of Lenin and Stalin are on public view for a short time each day. The group of foreign visitors to which I was assigned was escorted to the front of the line, where we joined the funereal pace set by a militia man, crossed Red Square, entered the flat building that looks not unlike a work of Frank Lloyd Wright, and descended the stairway lined in gray marble. We were a French pharmaceutical expert, a Mongolian party functionary, a Chinese student, a Rumanian architect, and our Russian guide. And together we marched the slow-paced step and breathed the strange effluvium in the air and gazed at the remains of Lenin and Stalin, their faces bright in the glare of a red-hued spotlight.

At the Bolshoi Theatre for the ballet tonight Russian bobbysoxers screamed for encores from their gold-flaked tier high above the stage. Chinese students in black tunics filled

(*Continued on page* 55)

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The Enlightened Writer

The "many-sided" Franklin, whose 250th birthday anniversary was celebrated Jan. 17, becomes a single-centered man when viewed through his writings, according to Professor Robert E. Spiller of the University of Pennsylvania, author of "The Cycle of American Literature."

By Robert E. Spiller

IN RECENT years, we have become so accustomed to wondering at the "many-sided" Franklin that we often forget that the man of the Enlightenment was almost by definition many-sided. Because we are so highly specialized today as scientists, men of business, statesmen, and men of the professions, a man who could be all of these arouses our wonder and seems to be a product of another and a happier time. Even our literature has tended to specialize and to focus on problems of expression rather than upon the things to be expressed.

Benjamin Franklin was a man of the Enlightenment in his capacity for drawing things together and making them seem a part of a greater whole, rather than in the diversity of his interests. His writings give expression to almost every aspect of life in Colonial America during those days when the Republic was coming into being. With almost no other literary rule than that of exactitude and clarity of expression, he became, as a literary man, a major spokesman of his people and his times. His literary career is perhaps the best index to the "single-minded" Franklin.

Born in Boston, in 1706, of humble and, as they used to say, God-fearing parents, his first job was as apprentice to his printer-brother James. When their newspaper—one of the first to be published in the colonies—was threatened by the authorities for the too liberal views of its editor, the young apprentice took over. Here it was that he anonymously published his "Dogood Papers," a series of periodical essays in the tradition of Addison, but with a difference: Dame Silence Dogood, their supposed author, was a shrewd and gossipy woman, interested in the little things about her, naive in her impressions but not without wit in their interpretation. This role of the wit of the common people, whose innocence is a cover for his insight into the hearts of men, became habitual with Franklin: it linked him with the more sophisticated wits of the London coffee-houses, but it also made him the spokesman for democratic America. In it, there is more than a hint of Mark Twain, Josh Billings, and the later American humorists.

Franklin tells us in his "Autobiography" that he formed his style by copying and adapting the "Spectator" essays and his ideas by reading Cotton Mather's "Essays to Do Good," Burton's "Historical Collections," Bunyan, and Defoe. The mixture of moralizing with irony that he learned from these writers became a style of his own, characteristic of his times and of the conditions of living in the New World. After he moved to Philadelphia and set up his own printing and book-selling shop, he developed quite naturally as a journalist and writer. Formal treatises like "A Dissertation on Liberty and Necessity, Pleasure and Pain" (1725) and "Articles of Belief and Acts of Religion" (1728) were exercises in the printer's craft as well as essays written to clear his own mind on basic matter of philosophy and faith. The simple and straightforward style of the British prose writers of the eighteenth century was admirably suited to the elementary discussions about life in this world and the next that interested the young printer of Pennsylvania.

As the range of his activities extended into all parts of the life of Philadelphia, and then out into the worlds of science and international politics, he marked each step of his way with a pamphlet or an essay. A large share of his collected writings are these straightforward tracts on practical subjects; they are literature only in the sense that they are the direct expression of life in writing, but it was many years before American literature was anything more than this, and it has retained into the twentieth century a quality of immediacy and expository relevance which is not so characteristic of older literatures. (Journalism and art conspire in the work of Dos Passos, Dreiser, Hemingway, and many another American writer of fiction today.)

Meanwhile, like his fellow-printers, Ben was issuing annually, from 1732 on for many years, his "Poor Richard's Almanack," a compilation of which the most original parts were the revised aphorisms that he made to seem so fresh and new. Franklin's reputation as a moralist is attributable as much to this source as to any other because he did not have as much chance to sprinkle it with wit as was customary with him. Yet even here it is wit as much as wisdom that makes its point.

When Franklin turned his printing business over to his partner in 174[illegible] he became a genuine cosmopolitan. His thoughts were now devoted to the larger problems of science and the state. His satires on Britain's relationship to her colonies, of which "Rules by which a Great Empire may be Reduced to a Small One" (1773) is characteristic, would stand up well with similar works of Swift and Defoe.

THE "Autobiography" is the major work of this major American writer, yet few books have been so little understood. In it, Franklin the moralist and Franklin the wit join in perfect harmony to produce one of the world's ironic masterpieces. Like all good irony, it is intensely serious from start to finish, but, in spite of its factual literalness, it is not at any point intellectually naive.

Perhaps the best way to read the book is to turn first to those gems of mature wit, the "Bagatelles," a group of brief letter-essays on "The Whistle," on "Gout," on the "Ephemera," and on many other infinitely significant trifles, including the fading charms of French ladies of his acquaintance during the rich years. Then turn back to this capitulation by an old man of follies and triumphs of his youth. Justifiable pride in a life of material and spiritual accomplishment is tempered by a sense of the fallibility of all human efforts and the relativity of all human ideals and triumphs. Here is a life laid open, but subtly hidden; a style deceptively simple and full of innuendo and surprise. Franklin had made his place in the world of letters, and by doing so he painted an authoritative word-picture of the man of many sides but only one center.

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A Harmonious Human Multitude

"Mr. Franklin," edited by Leonard W. Labaree and Whitfield J. Bell, Jr. *(Yale University Press. 61 pp. $3.75), is a selection of his personal letters that illustrate the variety and richness of his interests and personality. It is reviewed here by Richard D. Heffner, editor of "A Documentary History of the United States."*

By Richard D. Heffner

ON A single day—August 22, 1772—Benjamin Franklin wrote "at least thirteen letters to as many persons on subjects as different as canals, antislavery propaganda, obtaining workmen for a glass factory, oath taking, post office accounts, silk culture, business conditions, the selection of books for the Library Company, the establishment of a nailery, and the Pennsylvania Hospital's English instruments."

Quite typically the moods expressed in these letters were as varied as the objects: angry indignation, warmth, condescension, confidence. Little wonder, then, that for more than two centuries now the delightful, stimulating letters and other writings of America's master author, statesman, inventor, diplomat, and printer should have frequently been printed and reprinted. Little wonder, too, that the general reader may now find such varied satisfactions in a slender, handsome volume "Mr. Franklin," A Selection From His Personal Letters," edited by Leonard W. Labaree and Whitfield J. Bell, Jr.

Smoothness, clarity, and brevity were Franklin's own minimum requirements for good writing. And with singular consistency, this Gargantuan symbol of America's Enlightenment fully abided by them—particularly in the letters reprinted here.

Carl Van Doren has said that in his eighty-four years (January 17, 1706—April 17, 1790), Franklin was "a harmonious human multitude." Nothing escaped his attention; little was beyond his ken. To recapture each aspect of this incredibly many-sided American, then, would patently be impossible. Yet these few letters, in so few pages, serve brilliantly to illumine the vast richness of his personality.

This volume is for the general reader, not the scholar. Therefore Franklin's scientific accomplishments, in the words of the editors themselves, "receive less space here than they deserve." But Franklin, the man, does shine through these pages, and nowhere—in his own words—can we find a finer personal portrait of this symbol of pragmatic, earthy, searching America.

Besides, this tasteful selection is but a birthday offering on Franklin's 250th anniversary, a brief appetizer, a hint of massive good things to come in "The Papers of Benjamin Franklin."

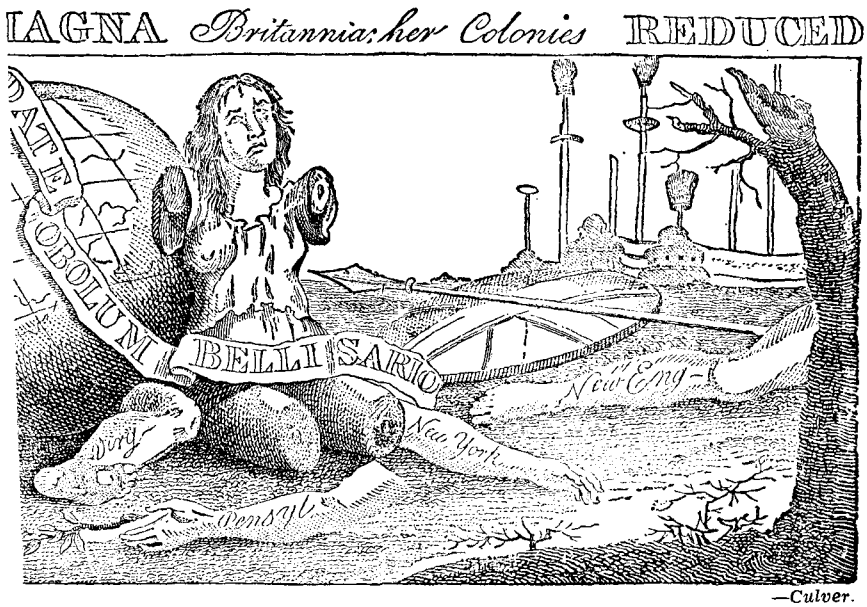
Ben as a boy printer.

Under the sponsorship of the American Philosophical Society (which Franklin founded) and Yale University, and with the aid of grants made by the Society and Time, Inc., on behalf of *Life* magazine, a great new edition of Franklin's complete writings is under way. This will not be an easy task. Franklin's interests knew no limits; his writings were enormous in scope and content; and his letters on every subject under the sun were scattered far and wide.

In 1751, Franklin's English friend Peter Collinson brought out a series of the colonial's letters on electrical investigations under the title "Experiments and Observations." Dubourg, one of his French correspondents, published more general and miscellaneous letters and papers in 1773. Others followed suit in different countries even within Franklin's lifetime. And some years after he died, six general volumes of his letters and other papers were published by W. T. Franklin, his grandson.

In celebration of Franklin's bicentennial anniversary, Albert Henry Smyth published a ten-volume Franklin edition in 1905-1907, uncovering new materials and drawing on the older collections as well. But this was the most recent compilation, and since that time innumerable snatches and fragments of new Franklin materials have been uncovered and published piecemeal.

Now, under the editorship of Messrs. Labaree and Bell, "The Papers of Benjamin Franklin" will contain everything that Franklin wrote and, for the first time, in full or in part, all letters addressed to him. Begun in 1954, the work is scheduled to reach the stage of publication in 1959, when the first of at least twenty-five volumes will appear. Meanwhile, "Mr. Franklin" serves as a delightful sample of good things to come.



—Culver.

A cartoon-design prepared by Franklin and engraved for him.

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Amiable Man

***"Ben Franklin: An Affectionate Portrait," by Nelson Beecher Keyes** (Hanover House. 318 pp. $2.95), is a relatively short account intended for a popular audience. Professor Willard M. Wallace of Wesleyan University reviews it below.*

By Willard M. Wallace

IT IS sometimes puzzling to know if the name of Benjamin Franklin really belongs in the American political hagiology. Perhaps this is because he neither founded nor led a political party, organized no politico-social action group, fathered no body of original political philosophy, commanded no armies or navies, nor—in the realm of opinion—remained inflexibly committed to the achievement of the apparently impossible. This is not to say that Franklin is not well regarded—he most definitely is—but it may be difficult to revere a man who, however eminent a statesman, insisted on acknowledging his occupation to be that of a printer, who invented a stove, and who devised an effective type of lightning rod. Franklin belongs too much in the realm of the commonsensical, of the practical, of the mechanical to excite reverence; rather one thinks of him with affection.

In "Ben Franklin: An Affectionate Portrait" Nelson Beecher Keyes has given us an account of Franklin that is avowedly fond. It is no solid study like Carl Van Doren's massive biography but a portrait, impressionistic in its method, and highly favorable to its subject. It is therefore dreadfully vulnerable, particularly to the charges of being both superficial and almost entirely uncritical.

Still, Mr. Keyes clearly knows his Franklin, and his affection is not simply for the prosperous printer or the practical inventor but also for the statesman, the man of moderation and middle courses, the great human being—the Franklin, in short, that is less well known to Americans of this generation. Mr. Keyes brings out the shrewdness of the colonial agent in the years before the Revolution, steering a precarious course between an increasingly unfriendly British government and his critics at home. He depicts in general (too general) fashion the signer of the Declaration of Independence and the remarkable diplomat in Paris, whose tact, firmness, and rich wisdom made him probably the most able foreign representative this country has ever had. Unfortunately Mr. Keyes's method lets him give hardly more than a lick and a promise to the problems Franklin encountered and the skill with which he solved them.

It is in his consideration of Franklin the man that Mr. Keyes is more successful. Never does he lose sight of the warmhearted human being eager to see good in everyone, ready to organize any worthwhile practical enterprise like a hospital, an academy, or a fire department, deeply fond of children whether his own—by front or back stairs—or others'. This was a man of science, member of the Royal Society, friend of English noblemen and French savants, and one of the most popular figures ever to grace the French court. But this was a man who never forgot or regretted his humble origin and who, while achieving fame, remained modest and temperate. Some, of course, might dispute the latter, for Franklin, notwithstanding his benign appearance and his increasing years, seems never to have lost his roguish and enterprising spirit where pretty ladies were concerned. As Mr. Keyes points out, the painter Charles Willson Peale has left a delightful account of surprising the great man bouncing a comely damsel on his knee.

Mr. Keyes, employing a lively if not distinguished style, has written a book worth reading. Though completely undocumented, the chief criticism to be found with it is that the subject is too large for the portrait.

UNTIL THE PUBLICATION *of Yale University Press's complete "Papers of Benjamin Franklin" (the first volume of which is due in 1959), Americans will have to look to the following volumes for the writings of the many-sided American:*

AUTOBIOGRAPHY. Everyman's Edition—E. P. Dutton, $1.65. Riverside Bookshelf-Houghton Mifflin, $3. Macmillan, $1.88. Modern Library-Random House, $1.45. Pocket Books, paperbound, 35¢. Rinehart, paperbound, 50¢. Deluxe edition with slip case, Peter Pauper Press, $4.50.

BENJAMIN FRANKLIN'S AUTOBIOGRAPHICAL WRITINGS. Edited by Carl Van Doren. Viking Press, $6.

CHOICE OF A MISTRESS, ETC. Edition with slip case. Peter Pauper Press, $2.50.

LETTERS TO THE PRESS, 1758-1775. Edited by Verner W. Crane. University of North Carolina Press, $6.

POOR RICHARD'S ALMANACK. Collectors' edition with slip case. Peter Pauper Press, $2.50.

LETTERS OF BENJAMIN FRANKLIN AND JANE MECOM. Ed. by Carl Van Doren. Princeton University Press, $5.

Resourceful Diplomat

By Raymond Walters, Jr.

A GOOD many years ago, when I was having a birthday, I was presented with a fascinating contrivance, said to be of Chinese origin composed of a series of boxes of varying sizes, one fitting inside another to what seemed infinity. To celebrate Benjamin Franklin's two hundred and fiftieth birthday this week, three publishers unpremeditatively have joined hands to give us three books that fit together like a sort of Chinese box.

Largest of the boxes is an "Anniversary Edition" of the late Carl Van Doren's **"Benjamin Franklin"** (Viking, $4.95), a volume that was awarded the Pulitzer prize in biography when it was first published in 1938 and hailed as the "definitive" life of the greatest American of his age. Except for a correction about one of the letters quoted the new edition is unchanged from the original, yet the book is still the definitive biography and is apt to remain so for a long time to come. Van Doren worked through the enormous corpus of source material exhaustively and so judiciously, and presented his findings so lucidly that we must continue to turn to his book whenever we seek a full and fair statement of Franklin's multitudinous activities or a just appraisal of his many-sided personality.

The new box that fits, although very snugly, inside Van Doren's large box is Helen Augur's book alluringly titled **"The Secret War of Independence"** (Duell, Sloan & Pearce, $4.7 Van Doren devotes approximately 60,000 words to Franklin's diplomatic service at the French court during the Revolutionary War; Miss Augur expends approximately twice as many words on the same few years, but she has not attempted to write either a rounded or an exhaustive study of Franklin the diplomatist. Miss Augur has a zest for the color and drama of history, and it is such elements that catch her eye in what went on in Franklin's salon at Passy.

There were surely enough intrigues and fantastic characters hovering about the thickset, elderly diplomat to make an absorbing book: the resourceful spies employed by the British secret service (the perfidy of Edward Bancroft, Franklin's confidant, did not become known to Americans until years later); P. A. Beaumarchais, the handsome and crafty watchmaker who composed "Marriage of Figaro" and "Barber of Seville" and operated Hortalez and Company, an ostensible trading

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whose real function was to furnish French aid to the rebellious Americans on behalf of the French government; the four malignant Lee brothers of Virginia, whose towering ambition blighted the career of their conscientious colleague Silas Deane.

Nor does Miss Augur neglect Franklin's ingenious efforts to break up the British colonial monopoly and build up the American merchant marine through clandestine operations at the Caribbean island of St. Eustasia and in the ports in northwestern France.

THE outlines, if not the details, of Miss Augur's story have all been well known to historians for years, and she is frugal in dispensing broad interpretation and novel insight. But it is not fair to cavil about that. Miss Augur is writing for the general reader, and merely trying to give him a bright and accurate account of little-known, exciting episodes of the past, and in this she has succeeded quite well. She would have succeeded even better, it seems to me, if she had not on occasion lost sight of Franklin himself and had placed her fascinating but nevertheless relatively minor episodes more definitely against the broad background of the Revolution.

The smallest of the three boxes I have before me is a book called **"Benjamin Franklin's Privateers"** (Louisiana State Univ. Press, $3.75), the work of William Bell Clark, a North Carolinian whose hobby is writing monographs on naval history. Mr. Clark has taken the part of Franklin's diplomatic work, a subject to which Miss Augur devotes many absorbing pages—the rescuing of American sailors captured on high seas from English prisons—and has written a rather interesting footnote to it.

Mr. Clark believes that Franklin's willingness to grant American commissions for privateering to three French-owned cutters manned by Irish smugglers demonstrates the diplomat's "humanitarianism." Franklin hoped that the *Black Prince,* the *Black Princess,* and the *Fearnot* would capture enough English seamen while cruising around the British Isles to redeem the Americans incarcerated in Mill and Forton prisons. That may well be, but it was also an example of the pragmatic Philadelphian's comprehension that all is fair in war as well as love. Actually the three vessels produced only a handful of exchangeable prisoners, but their piratical raids struck terror in the hearts of the British "Lords of the Ocean" for twelve months until Franklin ordered them at British insistence, and make a chapter of our maritime history that contemporary Americans can read with fascination if not with great deal of pride.

FICTION

Light for a Somber World

Mauriac—"master of ellipsis."

"The Lamb," by François Mauriac *(translated by Gerard Hopkins. Farrar, Straus & Cudahy. 156 pp. $3), explores, through a drama enacted in the French countryside, that most sublime of Christian concepts, martyrdom for the redemption of mankind.*

By Laurent LeSage

FRANÇOIS MAURIAC, often described as the outstanding novelist of the Catholic Renascence and who, among living French writers, is surely the greatest artist in fiction, undertakes in his new novel "The Lamb" to demonstrate the most sublime of Christian concepts—that of martyrdom for the redemption of mankind.

The solemn mystery is acted out against the vineyards and pine-forests of the Landes country, where old families moulder in ancestral dwellings. We have met this family before in Mauriac's pages. Here is Brigitte Pian, the "Woman of the Pharisees," now seventy-eight, a colossus of malevolence, who, with her young secretary Dominique, has come to stay with her stepdaughter Michèle. Here is Jean de Mirbell, now Michèle's husband, of whom Mauriac says, "All that seems strange, perhaps even monstrous, in this man of thirty, will seem less strange to those who remember the years of his youth." The childless couple have with them Rolland, a snot-nosed urchin taken on trial from a foundling home.

Into this musty household smelling of vermin and soul corruption walks Xavier Dartigelongue, turned, like a somnambulist, from the seminary he was about to enter, to follow a vocation foreordained. Secretly he has always understood what will be his lot. "Millions of Christs with tender, brooding eyes" lead him along the path that Jesus himself first trod. He too will know doubt and grow fearful. Harassed by the diabolic mockery of Jean and the cynical commonsense arguments of the curé, Xavier's faith is sorely tried. "If only," he cries out, "I had saved one single person!" Might it be for nothing more than a myth that he will end upon a cross? He will know revilement—his family's scorn, lewd insinuations about his attachment for Jean and for Rolland, the old woman's suspicion. "Like a young pine tree in the night" he stands before Brigitte Pian while she accuses him of impure intention towards Dominique. Chaste though his love be, through it he will know temptation: "Here was salvation within reach of his hand . . . True, simple, life was there for him to take and hold, . . . the lot of wedded men and women." The night little Rolland is locked supperless in the library, Xavier follows the *via crucis* as, bent under a heavy ladder, he walks barefoot through the pine needles and leaves a blood-stained trail. In his final hour he will know despair. But there is a despair that leaves hope intact and Xavier probably did not kill himself. "He was pushed," pushed by everyone, the sinners who, by his blood sacrifice, now know peace.

"The Lamb" may represent the pinnacle of Mauriac's career. After more than forty years of painting in gloomy novels a corrupt and abject humanity, he finally undertook to portray a saint. Impatient readers, not satisfied with his other sacrificial victims, his sinners ultimately touched by grace, and his abortive holy men, have reproached Mauriac for omitting real saints and heroes from his Christian universe. They may now contemplate virtue incarnate. Xavier's compassionate love has flooded Mauriac's somber world with radiant light. As a narrative vehicle too, "The Lamb" may represent the summit of Mauriac's attainment. Increasingly a master of ellipsis and richly significant statement, he would seem to have reached in this novel, so powerfully and yet so elegantly articulated, a point of unsurpassable mastery.

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The Silk's Dangers

"Brothers in Law," by Henry Cecil *(Harper. 275 pp. $3.50), depicts in lighthearted fashion the debut of young Roger Thursby at the British bar. Here it is reviewed by Eleazar Lipsky, member of the New York bar and author of a number of novels about crime.*

By Eleazar Lipsky

WHETHER Roger Thursby, apple-cheeked barrister, wet behind the ears, pupil in chambers to formidable Mr. Kendall Grimes, Q.C., at No. 1 Temple Court, fumbling his way through the pages of Henry Cecil's new novel "Brothers in Law," is a creature of farce or comedy, is a matter of choice. In any case, he is a deliciously amusing young man straight out of Gilbert and Sullivan.

As served up by Mr. Cecil (pseudonym for the witty author of suspense novels "No Bail for the Judge" and "According to the Evidence"), he is a latter-day Strephon *cum* future Lord Chancellor. He has an appetite fresh and hearty and he is, as most young barristers are, an impecunious party. He is tempted by a wealthy solicitor's (not daughter but) niece and a guaranteed steady flow of briefs, ambition to rise in the profession, a dread of his own ignorance at twenty-one, and a triumphant sense of decency.

Young Thursby is taken by the author through his year of pupilage under Mr. Grimes from his Bar Final Examination to the day he opens his own chambers, and he is with the reader initiated into the pageantry of the English bar. It is all done in the spirit of English satire, the best in the world, with much deflating of pretentious nonsense. If the story line runs thin and if the romantic interest gets sketchy, the cases and legal events remain good fun.

Our hero's most terrifying moment comes on his first day in court with nothing coming from his mouth but the words, "Your Honor!" Scarcely enlightening, but terse and enough for the bench to do justice untrammeled by dewy ignorance. This will amuse the multitude. Personally I found it too painfully reminiscent of a certain similar day long ago in New York County before a jury and the formidable Mr. Justice Peter J. Schmuck.

Why is Queen's Counsel called a "silk"? Is a busy junior well advised to take silk? What are the dangers? How is a flow of briefs from solicitor to barrister arranged? Who sets the fees? How is the honor of a red bag earned? Who pays the bill? How messed up can a divorce case get? In this novel, which has well been compared with Richard Gordon's skirmish with the medical profession, "Doctor in the House," these and other mysteries are dispelled.

We country cousins in America are perhaps too deeply impressed by the apparent polish and style of our English brethren, and nothing is so instructive as a close look. A year ago I had a chance to inspect the Inns of Court with Michael Gilbert, the well-known mystery novelist and barrister, and also the Old Bailey at which two trials were in progress. In one of these trials the scratching of wigs, snatching at straws, stammering of counsel, wasting of time and general air of befuddlement made me feel at home.

Verdict for the book, with costs.

Your Literary I. Q.

Conducted by John T. Winterich

FOR DOCTORS ONLY

Many physicians and related scientific authorities have achieved a sort of immortality by having their surnames affixed to a disease, a microbe, a part of the human body, or a process. Ten such couplings are listed below. Members of the medical profession are asked to give the first names of these ten and to list their nationalities. (Landlubbers embark on this craft at their own risk.) If, of the twenty pieces of information sought, no more than twelve are forthcoming, call a physician immediately; if from thirteen through sixteen, diplomas may be left framed (lopsided) on the wall; if seventeen or better, many happy tax returns. Prescriptions filled on page 47.

1. Addison's disease
2. Bright's disease
3. Antrum of Highmore
4. Hodgkin's disease
5. Kenny treatment
6. Klebs-Loeffler bacillus
7. McBurney's incision
8. Mendel's law
9. Parkinsonian mask
10. Roentgen rays

Curse of the Clan

"The Hearth and the Strangeness," by N. Martin Kramer *(Macmillan. 402 pp. $4.50), traces the misfortunes of Sumner Rohne, his wife Lisette, and their offspring through four decades.*

By Harrison Smith

THE FIRST sentence of N. Martin Kramer's novel "The Hearth and the Strangeness"—"He was a man uneasy on the earth"—is a terse statement of its complex and painful theme, an American family cursed with hereditary insanity. Mr. Kramer begins with the marriage in 1908 of Sumner Grange, who had a touch of crackpot genius for mechanics, with Lisette Rohne, a stern and God-fearing woman. As they rode together in the train toward their wedding nigh "his heart sank at the insolence o interrupting her chastity," while Lis ette, who had expected to be an ol maid the rest of her life, was certai that sexual relations must be disa greeable for any woman. Neverthe less, she knew that it was God's wil The story ends four hundred page and forty years later after this mis mated couple have produced thre children, a boy and two girls, all whom reach violent ends.

There can be little doubt that M Kramer is talented and that he h used effectively nearly all of t weapons in the armament of our co temporary novelists, mismated ma riages, twisted minds, abortive sexu contacts, psychoanalysis, incest, a the stark fear of inherited madne But he has chosen a strange and d ficult way to tell his story. His cha ters move forward and backward time, and the reader, almost ine tably, finds himself turning pa backward and forward to find missing link.

Not one of Mr. Kramer's elaborat designed characters is allowed m than a brief time of ecstasy, satisf tion, or mild pleasure. They live i world full of menace, fear of insan fear of homosexuality, fear of lo liness. Oddly enough, the only cou to emerge into some kind of bala is the dying old mother and the h cracked father.

Mr. Kramer spent years writing rewriting this book. He says tha has two hobbies: inventing people seeing if he can get them down paper; and watching, unobser people in crowds. His piecemeal of composing "The Hearth the Strangeness" may be the resu this fascinating habit.

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FINE ARTS

Masses, Hollows, and Tensions

"Contemporary Sculpture: An Evolution in Volume and Space," by Carola Giedion-Welcker *(George Wittenborn. 327 pp. $8.50), investigates developments in a fruitful field during the past half century through illustration and text. It is reviewed below by Georgine Oeri of the staff of the Solomon R. Guggenheim Museum, New York City.*

By Georgine Oeri

THERE are not many books on art that are a creative accomplishment in themselves. One of the few is Carola Giedion-Welcker's "Contemporary Sculpture: An Evolution in Volume and Space." This is the first publication on the subject, to this reviewer's knowledge, which encompasses the whole range and scope of contemporary sculpture and, by the mere impact of its pictorial presentation (and its omissions) succeeds in making it self-evident what contemporary sculpture is.

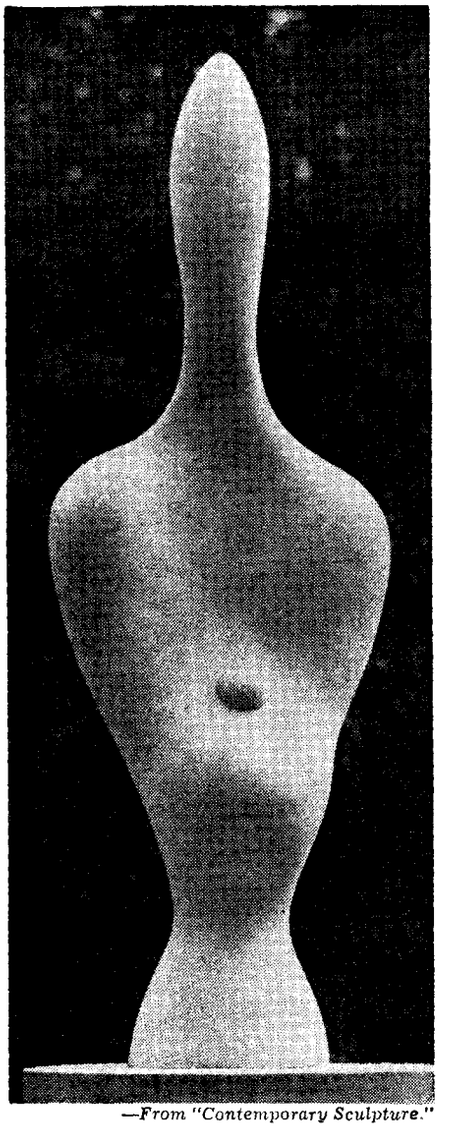
This is, first and foremost, an excellent picture book. The bulk of its 27 pages is given to illustrations, and all the illustrations are vitally alive. They have the punch of directness, they are exciting. All these sculptures from Rodin to Calder, from Pevsner to Giacometti, to the representatives of the younger generation, including Americans—have been "seen," experienced with the eye as well as, so to speak, with the whole body, as sculpture is meant to be, before they were selected for reproduction. They are evoked to their best presence by a devoted as well as a discriminating observer, watching with a lifelong unabated enthusiasm the incredible flourishing in new inventions, the creation of a new language.

This volume was originally planned as a new edition of "Moderne Plastik," a considerably smaller one by the same author, published in German in 1937. The revision is a practically new publication. It still contains the introduction to the original work, but is preceded by an essay, written in 1955, which constitutes an enlargement in scope and insight equal to the work that went into the tripled amount of illustrations. (Other substantial additions are the artists' biographies and photographic portraits as well as, contributed by Bernard Karpel, a selective bibliography.)

Carola Giedion marks out the vast area of sculpture-making within the first half of this century in order to place its seemingly contradictory phenomena not only in the general picture of our time, but to relate it to, and show it as an expression of, a new idea of man about himself. No matter how different the various manifestations seem to be, they share basic concepts which underlie and stimulate their production. The imagination reaches out into new dimensions. It "uses every possible means of bringing space to life as an emotional stimulus." It reaches out into the dimension of time, finds itself akin to works of "primitive" cultures, not out of imitation, but because of a similarity in the creative intention. The imitation of nature is abandoned in favor of "a world of shapes, bathed in space and creating space," a "new interest in the anonymous object," in the "interplay of hollows and masses" and in "pure tensions of proportion and balance" has become vital: "the language of the living sculpture of today is symbolic, not narrative."

A mere enumeration of characteristics is certainly far from being the

(*Continued on page* 48)



—*From "Contemporary Sculpture."*

"Idol," by Jean Arp.

—*From The Museum of Modern Art's "Architecture of Japan."*

The Todaiji Temple, Oaibutsuden, Japan.

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Economic Peace

Editor's Note: *The guest editorial this week is by Dr. Courtney C. Brown, dean of the graduate school of business, Columbia University.*

THE U. S. Economy can win the Peace. Indeed, it may be the only thing that can win the peace. That is a brave statement. Many will feel it should be qualified. They will contend that peace, if it is to be won, will be the reward of a strong military potential; or of effective political maneuvering; or of cultural penetration of the opponents' hard way of life; or of better living conditions for depressed and restless, but still uncommitted peoples. All of these are conditions precedent to winning the peace. All are supported by a strong economy in the United States.

There is a more fundamental sense, however, in which the U.S. economy can win the peace. Part of the aggressiveness in world affairs is a reflection of old-fashioned nationalistic aspiration. Part is based on fanatical zeal to impose a way of life. Despite the atomic age power politics can perhaps be contained or at least restrained by military and diplomatic strength. Ideology, what people think, tends to be impervious to power. Peace cannot be won by power alone. The opportunities of the U.S. economy to win the peace are to be found in its potential impact on ideas.

Great ideas that move the world have roots in man's spiritual nature. The initial appeal of Communism typically rests on its assumed idealism. It is not until the bitter experiences of enduring authoritarianism tarnish the dream that disillusionment sets in. Then it is too late. It is too late except for the slow reconquest of men's minds through penetration of a new idealism.

The U.S. economy can supply that new idealism if it is correctly understood. It is not widely understood today, either in the United States or abroad. During the last half-century creative growth and change have produced a unique form of business enterprise in this country, a form that is not adequately described by the symbols and abstractions of a century of polemics. Yet we insist upon accepting the world debate in terms initially formulated for an earlier day by Adam Smith, and later given emotional distortion by Karl Marx—a framework useful to Russia but unflattering to us. We have failed to conceptualize our economic system so as to describe adequately the reality, that is, the social achievements of our business life.

It is not necessary to minimize the essential role of profits to recognize that constructive business goals have emerged that transcend the mere search for profits. We have developed a flexibility and mobility of voluntary groups working together that has demonstrated its capacity to attune our work to the changing patterns of our desires. This has been accomplished through incentives and not through compulsions. We have lifted the dignity of the individual at all levels in business organizations to new heights. Despite the recent explosive diatribes between the NAM and AFL-CIO leaders, we have even begun to wonder whether the assumption of an inherent conflict of interest between capital and labor, embedded in the political philosophy of our opponents, has essential validity at all. We have, in short, begun to see the dim outlines of an economic society in which the old shibboleths have less and less meaning. The tenets of class conflict never have had much of a place in our fluid society and they have even less today. We have a business system, in short, that has the promise of moving progressively toward the achievement of political and spiritual values as well as material ones. All this has come about, at least in part, in an unexpected fashion.

Two profoundly significant social changes have occurred in the past century. One is in the magnitude and characteristics of the modern corporation owned by, and managed in the interests of, large numbers of people. The second of these changes, related to the first, is the separation of industrial and commercial property into ownership on the one hand, and immediate control on the other. The typical industrial or commercial operation is now quite a different thing from the single enterpriser or the small family firm of the eighteenth and nineteenth centuries. The typical business firm today is a political and social institution almost as much as it is an economic one.

THE MOTIVATIONS of those charged with its administration are far more complex than the too often-assumed simple effort to gain another quick dollar. This is in part due to the separation of beneficial ownership and immediate control. It is in part due to the more complex nature of production and distribution processes and the longer time dimensions embedded in the administrative decisions of modern management. It is in part due to the development of a new group in society—professional management—whose sanction rests quite as much on public esteem as upon law. Regularity and growth have assumed greater importance than the sharp trade of a single transaction. Satisfactory and enduring relationships with suppliers, customers and workers are just as important as those with stockholders.

Without preconception or conscious planning, a flexible and responsive economic system has evolved into a set of institutions that serve well both the material and political requirements of a society of free men. Profits, essential though they are as much a means to larger ends as they are an end in themselves. For the professional manager, who more than likely is not a significant beneficial owner, profits are for the most

(*Continued on page* 56)

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LETTERS TO THE EDITOR

DEFINITION OF TERMS

STEVEN RUNCIMAN'S DISCUSSION OF FEUDALISM ("Feudalism—Not for Export" [*SR* Dec. 10]), is clear and conclusive because he defines at the outset his terms. Too often historians toss around key words without regard to the reader's connotation of them, i.e., Communism (Marx or Stalin?); treason (Arnold or the Korean G.I.?), etc. Semantics should be a required course for all historians.

L. G. REGAN.

Pasadena, Calif.

MAIN STREET MENTALITY

I HEARTILY APPLAUD N.C.'s suggestion in his editorial, "'Main Street' Comes Into the Home" [*SR* Dec. 17], that Sinclair Lewis's "Main Street" be republished not only because it is a great American novel but because the story of Carol Kennicott is perhaps even more widely applicable today than in 1920. The Main-Street mentality is still with us, and not only in Gopher Prairie, belittling and ridiculing the mental aspirations and the achievements of women. So marked is this that many of the younger generation find they are more popular if they appear to be stupid or naive.

ALMA LUTZ.

Boston, Mass.

INTEREST AND INDUSTRY

N A WORLD quivering under the enigmatic loud of nuclear annihilation and rocked ncessantly by racial prejudices and political strife, may I say that John Steinbeck's article, "Why Not a World Peerage" *SR* Dec. 10], appears as a single ray of ght on the darkening horizon of civiliza on. By employing a tendency intrinsic i every human, Mr. Steinbeck has not nly afforded humanity an effective ethod with which it may honor its ell deserving, but invariably insuffiently recognized contributors, but has so provided a system to stimulate inrest and industry among the youth of e world. Certainly with such an ultiate goal before him no serious student all permit himself to fall victim to the dergraduate's dual demons, apathy and scouragement.

A. CARL MAIER.

eveland, O.

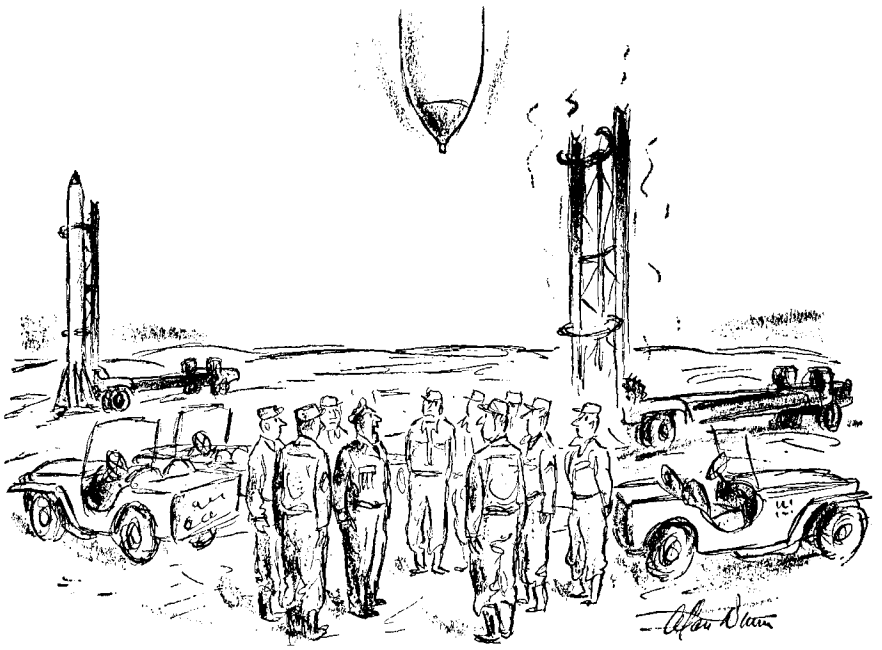
NGUE-IN-CHEEK?

IS DIFFICULT for me to understand how a can reconcile the distinctly reaction- note in John Steinbeck's article "Why t a World Peerage" with the liberal l free thinking tradition of *SR*. What happened to John Steinbeck since he ote at the end of "The Grapes of ath" "We're the People . . We go . . ." Has he really become an editor fined by a dim view of the people their potentialities? He suggests that ognition" is what spurs people on— nd of gold-star incentive bolstered by aneous rewards, an approach not accepted even in the best nursery circles today.

To include Dr. Einstein on the list of "nobility" to be rewarded with special privileges is to carry this idea to its most absurd conclusion. To Einstein "greatness" as something to be looked up to by others was a goal totally irrelevant to his immense absorption in the task at hand, to which he gave himself freely for a lifetime.

ANN L. KUHN.

New Haven, Conn.



"Now for the humdrum part—searching out where the damn thing landed."

EINSTEIN A LA NEWTON

"THE PLANETS ARE NOT ENOUGH" [*SR* Nov. 26], though generally well reasoned, falls into the error of interpreting Einstein *a la* Newton (I think.) Clarke states that people traveling through interstellar space, by rocket from Earth, at speeds approaching that of light, will return to Earth having aged far less than their contemporaries who remained behind. He bases this statement on the Einsteinian postulate that time flows more slowly as velocity increases. But there is a catch. Einstein also repudiated Newton's egocentric universe. Therefore, the people on the rocket ship, to follow this line of reasoning, would come back seeing their Earthbound friends as having remained younger while the rocketeers grew old.

Our rocket passengers, we must remember, from their point of view, have been sitting still while the Earth was whizzing off in space, and when we abandoned Newton, we also abandoned all fixed reference points that made the Earth measurements of time more valid than those taken on the rocket ship. The situation upon the return of the ship could be most embarassing, perhaps impossible.

On the basis of my rather turgid understanding of Einsteiniana, I believe that the travelers would return the same ages as the stay-at-homes (velocity differences cancelling themselves out for reasons unfortunately rather complex), possibly a few seconds younger due to acceleration effects.

JOHN H. SAFER.

Washington, D. C.

EDITOR'S NOTE: *Mr. Clarke writes: "Mr. Safer's confusion has been shared by many scientists and has been the subject of much debate (see* Nature *April 28, 1951.) The answer is that Special Relativity Theory, which deals with uniform motion, cannot be applied simply to this case. If it were so, as Mr. Safer points out, the spaceship and the Earth would be strictly equivalent and we could pretend with equal truth that either had made the journey and therefore that either could have aged with respect to the other —which is absurd.*

"But the two systems are not equivalent; the spaceship has had to be accelerated and decelerated in order to make its round trip, while the Earth has continued on its (as far as this discussion is concerned) uniform motion. To explain what happens in the ship we have therefore to invoke the more complex conceptions of General *Relativity, and when this is done the paradox is resolved. The people on the ship experience the 'time dilation effect'; the people on Earth don't."*

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Reaching for the moon

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today it's a progress report on scientific research

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PROSPERITY IN THE U.S.

Analysis and Forecast

EDITOR'S NOTE: Certainly one of the premier political forces in the world today is the rampaging U. S. economy, and the extent to which its fruits are shared by the average citizen here at home as well as abroad. A serious recession in America would be a disaster for the Free World, for American prosperity represents the glue that binds the allied nations outside the Iron and Bamboo Curtains. This issue of *The Saturday Review* has been planned to take a hard look at our boom and its future prospects. In planning it *SR* has been guided by the informed counsel of a special Editorial Advisory Board. The members of this Board were: for industry, **Clarence B. Randall,** chairman of Inland Steel Corp. and foreign economic policy advisor to President Eisenhower; **Harry A. Bullis,** chairman of the board of General Mills; and **Gilbert W. Chapman,** president of Yale and Towne Mfg. Co. For economic research and analysis: **Leo Cherne,** executive director of the Research Institute of America; **J. Frederic Dewhurst,** executive director of the Twentieth Century Fund; and **Dexter M. Keezer,** vice president of McGraw-Hill Book Company. For education: **Dr. Courtney C. Brown,** dean of the graduate school of business, Columbia.

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A Depression-Proof Economy?

by DEXTER M. KEEZER

HAS the American economy now got what it takes to sustain a high level of prosperity? Has it been made relatively depression-proof? My answer is "Yes." The reasons follow.

At the outset let me make it clear that I do not count general prosperity the equivalent of general comfort. My conception of a generally high level of prosperity also accommodates some ups and downs. For example, I would not regard unemployment of as much as 5 per cent of our labor force for a brief period, say a few months, as inconsistent with the maintenance of a high level of prosperity.

In 1955 we learned a lot about the discomforts of booming business—clutter streets because everyone is so well paid that we cannot afford to get them cleaned, larger consignments of junk from factories too busy to stop and cut them down, buses built for economies because the space is so valuable but jammed with oversized and over-vitaminized humans, shortages of all kinds of service required for a comfortably civilized life, and an extra dosage of indifference with the service provided because "If you don't like it, you know. . ." We shall learn more about these discomforts in 1956 which, along the way, will surely establish new all-time highs for the nation's total volume of business.

As far as bumps in the ascending course of business are concerned, I shall not be shocked if we hit one, at least so far as industrial production is concerned, almost before the ink on this discourse is fully dry. The automobile manufacturers have been producing 1956 models at a terrific rate. There are reports abroad that the zeal to purchase these new models has not been ascending at anything like a comparable rate. So an abnormally sharp cut in automobile production may be in the offing.

In any event, business cannot keep expanding at the record peacetime annual rate (about 8 per cent) it has expanded during the past year, for the simple reason that we are running out of people to fill jobs. November unemployment was only about 2.4 million. That's scraping the bottom of the barrel. So, if we don't hit a bump created by some sagging in business we are bound to hit a bump of sorts as business is levelled out by hitting the ceiling imposed by manpower and materials.

When the bump comes it is certain that cries of alarm that the great postwar boom is about to pull apart at the seams will not be far behind. A decline or easing in sales and production will be translated, in the traditional chain reaction manner, into reduced investment in new producing facilities; both will be translated into increased unemployment, and we shall be assured that we are on the skids into the valley of despair.

But the traditional pattern will not prevail. Specifically in the case of automobiles, their purveyors will not sit sadly on their hands while their sales languish. The competitive rigors of the industry do not permit this form of self-indulgence. They will run clearance sales to clean out the lagging 1956 models, if they lag, at the price concessions necessary to do it.

For those of us old enough to have

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vivid memories of the time when the purchase of a new automobile was a major act of faith, devotion, and personal finance, a boldly advertised clearance sale of lagging models seems an operation so calloused that it is an affront to a tolerably civilized life. But it is obviously here to stay, and along with it a general use of bold mass merchandising methods including dramatic price cuts. Witness the 30 per cent price reduction on all of its appliances just posted by the General Electric Company.

With their 1956 models sacrificed if necessary, the automobile companies, which are very well heeled financially, will speed up the changeover to the 1957 models, and be off again on a high level of production after a relatively brief break.

Also—and this brings me to the first major tenet of my faith that we have put together a relatively depression-proof economy—the alarms about a chain reaction from decreased sales to a severe cutback in business investment will prove false. American business will stick quite closely to the plans which promise to make 1956 another record-breaking year of investment in new plant and equipment. A controlling reason is that in these postwar years American firms have in dramatic degree adopted long-range planning of this type of investment, and thus introduced a major new element of stability to our economy. Ten years ago only a handful of American business firms had any plans at all for investment in new facilities running beyond the year immediately ahead. Now virtually all major firms have plans extending over several years.

It is one thing, of course, to make plans. It is another and much more binding thing to stick to them. However, there are new and powerful stimulants to stick to the investment plans. One of them is provided by the outpouring of reports on the long-range outlook for the American economy. These reports, based in major measure on the prodigious enterprise of the American branch of the human race in reproducing its kind, uniformly disclose greatly expanded markets over the longer stretch of years ahead. Business firms increasingly gear their investment to these market possibilities rather than to ups and downs along the way.

Another powerful stimulant to business investment is the tremendous outpouring of new products, new machines, and new equipment which our research laboratories are spawning. We are now spending well over $5 billion a year for research and product development of all kinds, or more than fifty times as much as we were spending in the 1920s. I suspect that this is the most dramatic fact about the American economy today, but, at any rate, it clearly makes an aggressive and sustained program of investment in new facilities a basic price of successful survival for many American business firms.

If we can maintain business investment in new producing facilities at a high and relatively stable level we shall, of course, have throttled what historically has been the greatest single generator of destructive business fluctuations. However, business investment is obviously not conducted in a vacuum or comfortably isolated compartment. Hence, over any considerable length of time the stability of investment in new equipment depends on what consumers are doing by way of taking off the products being turned out by the new equipment.

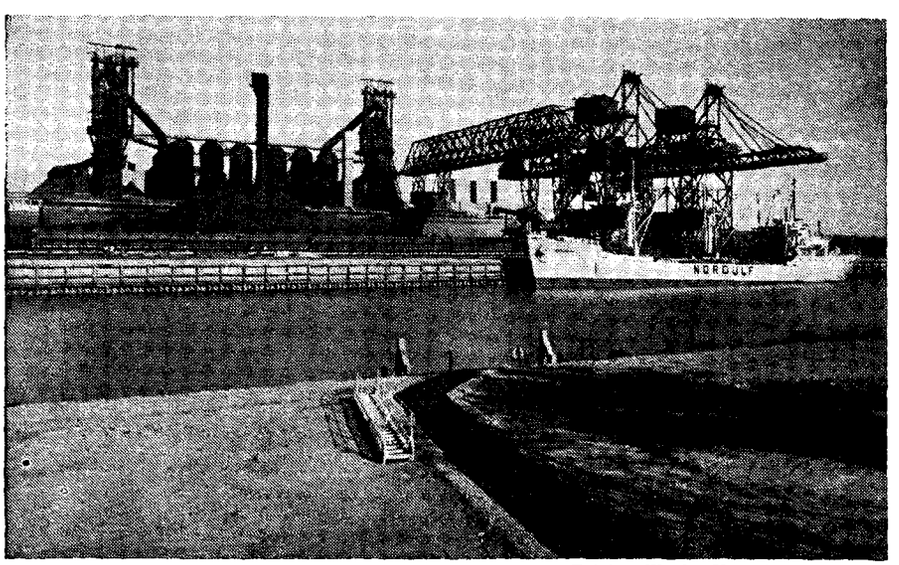
However, a look at the prospects for the consumer segment of our economy, by all odds the largest segment, also is reassuring. Our rapidly increasing population is still driven by a desire to produce a higher standard of living for itself, and has access to what it takes in the way of basic resources to do it. There may come a time, of course, when there will be relevance to the United States in that poignant observation of an East Indian civil servant on the occasion of the birth of his nineteenth child, "Oh, Lord, when will this mischief cease?" But that seems some distance down the avenue of time.

IN the meantime, the nation's money income is both very widely and substantially distributed among individuals as a result of what has been correctly characterized as a revolution in income distribution since the 1930s. In 1954 about 16 million American families had incomes of $5,000 or more. Also, in the form of long-term employment contracts providing for annual increases in pay, we have a built-in device to increase the flow of money incomes to individuals. Wage and salary increases added about $14 billion to the incomes of individuals after taxes in 1955, as compared with 1954. And in 1956 long-term agreements already provide for substantial wage increases. By June of this year, the Federal cash budget will not only be balanced but there will be something left over. If necessary to keep consumer income expanding at a salubrious rate, a substantial individual income tax cut of several billion dollars can be made without flouting fiscal responsibility. And in an economy growing at the rate our economy is growing there is reason to believe that this will not be the last opportunity for tax relief.

It is not enough, of course, for consumers to have increasing money incomes. They must be possessed of the urge to spend most of these incomes on an expanding collection of goods and services. It is at this point that some people fear for the future of our economy. After an eight-million passenger car year, and an eight-million television set year, and a 4.5-million washing machine year in 1955, they see consumers so surfeited with new automobiles, new appliances, food and entertainment that they will falter as consumers, with deeply disturbing economic results.

Happily, however, at least from the standpoint of keeping our economy running at a high level if not necessarily getting into heaven, the American consumer shows little tendency to be jaded by abundance. Impressive evidence on this point comes

(Continued on page 53)



—Fairless Works, United States Steel.

"Now virtually all major firms have plans extending over several years."

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Some Sober Facts Behind the Search for Oil

by Former Ambassador to Great Britain,

LEWIS W. DOUGLAS

In recent times some people have expressed the view that the oil industry has been enjoying a favorable tax position by reason of the provision for depletion. Yet, drilling for oil has always been one of the riskiest businesses in the world and is becoming more hazardous. Here are a few sober facts that face the man who drills for oil today:

He must invest about $123,000 on the average—in every exploration well he drills; yet *only out of every 9* of these "wildcat" wells ever produces oil.

And only 1 out of 44 wells finds an oil field big enough to supply America *for just 4 hours*. The odds against finding a 50,000,000 barrel field—enough to supply the U. S. for about a week—are incredible—966 to 1.

But this is not all. To a great extent the obvious shallow sands where oil might be found easily have already been tested. Consequently today's wells must be drilled to much greater depth at much greater cost to reach productive oil sands. Drilling and exploration costs are about *400% higher* than 25 years ago and the odds of finding even marginal production are far more adverse.

And unlike a factory which can produce at a constant rate for many years, an oil well dies a little each day. Finally it stops producing altogether—in other words, it becomes "depleted."

As early as 1918 Congress recognized that, with America increasingly dependent on oil, it had to create an incentive so that men would take the unusually hazardous financial risks involved in the search for oil.

Therefore, Congress wrote a depletion provision into the tax law—permitting oil producers to exclude 27½% of the gross income from their oil or gas property in arriving at a taxable income basis for tax purposes. This deduction, however, cannot exceed 50% of the property's net income. And, of course, it applies *only* to oil and gas *production*. Other activities of the industry, such as refining, are *not* subject to depletion.

Lewis W. Douglas has won distinction in virtually every phase of American life. Prior to serving as Ambassador to Great Britain, he was a Congressman, Director of the U. S. Budget, and a college president. Mr. Douglas is now Chairman of The Mutual Life Insurance Company of New York and is the principal owner of the Southern Arizona Bank and Trust Company.

Coal and metal mining—in fact, all "natural resource" industries—have similar tax provisions. Actually, the depletion provision is designed to make up for the inevitable exhaustion of the natural resources man has discovered. And it encourages the costly search for new deposits—needed to replace those that are exhausted. Yet, the provision for depletion is often misunderstood and unfairly indicted.

Experience demonstrates that the national interest has been properly guarded and well served by provisions for depletion. With the depletion provision in effect, America has become the world's largest producer and user of petroleum. Yet we pay *less* for most oil products than most other nations. And, despite record usage, we keep finding more oil than America uses. In a world of wings and wheels, this could well provide the balance of power. Certainly it is the necessary support for an economy that runs largely on petroleum products.

We can be thankful for the incentives that have encouraged men to brave the heavy risks of loss and to continue the increasingly difficult search for new oil fields which alone can replace the old fields that are being used to power our country.

is one of a series of reports by outstanding Americans who were invited to examine the job being done by the U. S. oil industry. This page is presented for your information by The American Petroleum Institute, 50 West 50th Street, New York 20, N. Y.

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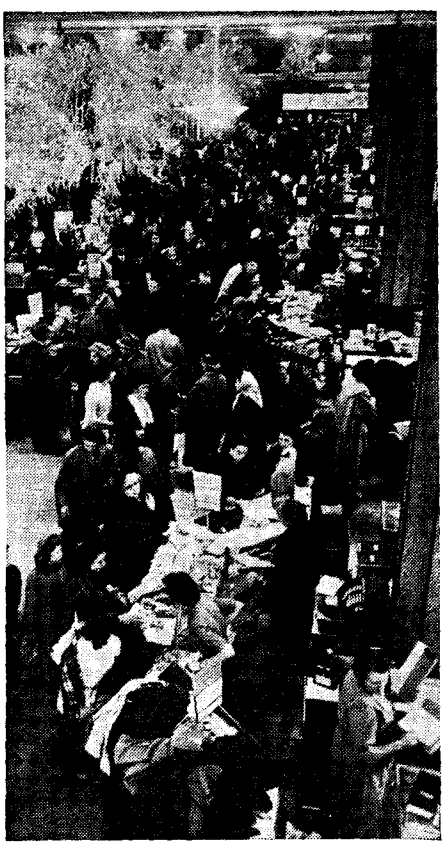
Prosperity Is no Panacea

By LEO CHERNE

THE next ten years already assure so fantastic a development of luxury that an economic paradise, a technological Eden seems guaranteed. Many are convinced that man's endless, fruitless search for the panacea has come to an end. Health, prosperity, are about to be fabricated by a machine.

We have learned much about the nature of man during these last thirty years. It has been disillusioning. Were the promise for the future to depend only on the fallible and destructive nature of man, we would enter these ten years anxious and despondent. Even in this age of atomic danger, as we luxuriate in our prosperity, we have all but forgotten that behind the infallible push-button stands a fallible man.

It has taken twenty years for us to forget the Great Depression. Almost a majority of the American people never experienced it. We enjoy the highest standard of living anyone has ever attained. A statute assures us the continuation of full employment. We are confident, careless, pleasure-bent.



—*Macy's New York.*

"... a restless interval of change."

But our view of the future, in all but its physical promise, is unreal. The problems before us are monumental. The difficulties will not yield easily nor is there even a significant awareness that difficulty threatens.

Most of the unanticipated problems will flow from the nature and momentum of the changes already in process. The United States is in the midst of its most restless interval of technological change and physical expansion. Between electronics and chemistry, automation and atomics, a short ten years will bring a new world. In 1965 the United States will have 15 per cent more people. Our productivity will jump by 35-40 per cent. Our personal income will be above today's fabulous levels by another 30 per cent. Our output as a nation will probably increase by the staggering total of one-half of everything we now turn out. The more than $500 billion economy will change the patterns of our living, the shape of our homes, the contours of our cities, the relative influence of our states, our concept of leisure, the numbers who will be idle but not indigent.

These ten years may shake the foundations of our educational institutions and add new stress to the seams of family life. The change itself will come so fast and we shall be running so hard to catch up with it that we may find little time to enjoy our gains —just when "leisure" time will be the dominant American preoccupation.

Among the world's peoples only the Germans are less suited for idleness than we. Not to work in Germany is to be sick, sick in soul and spirit. Not to work in America is to sin. It will take more than these ten years to throw off the remaining Calvinist compulsions that govern us. The Puritan conscience of America may be subdued but it will not be suppressed at Miami's Fontainebleau, or on the million pleasure boats crowding America's lakes and waterfronts, or on the long line of more powerful cars jammed up behind each other as the road hobbles the horsepower.

The varied colors that will flow from our television sets will not obscure the fact that almost half of America will be watching the same program at the same moment. Our newspapers will grow more powerful as they grow less numerous. We shall avidly buy the 200 pages that promise the power of uniform thinking, positive thinking, relaxation, a peaceful mind, a safe eternity, while enjoying success, a beautiful body, and a serene spirit. The cortisones will mask our fatigue, the antibiotics will cure our diseases, and the tranquilizers will suppress our anxiety.

THIS is a jeremiad. This attempt at prophecy seeks to look into the shadowed corners of a decade of fabulous physical promise. It is, believe it or not, economic prediction. Each of these problem areas exists only because of the economic probabilities. A look at them may well prove useful.

This decade will bring a climax in the trend toward bigness—bigness in business, in government, and in unions. The economy of the next ten years offers no comfort to the small merchant or the cash-hungry independent manufacturer. The physical progress will be the pay-off for the greatest investment in product and market research ever made by private enterprise. But research is a big company tool and the new technology will prove to be a big company pay-off.

It will, of course, be possible t rent the new electronic brains. Th small businessman will be able to bu even as little as an hour of the com puter's time. But he will not be abl to rent the executive training an experience that tell you when to see it, or the professional skill that tel you how to apply it.

The assembly line introduced a ne concept of manufacture. More im portant, it introduced a new size. B the logic of mass manufacture coupl with the new techniques of "autom tion" will much more than change t concept or increase the size. They w alter the very nature of busine operation. The high cost of automa machinery does not permit an ebb a flow of production based on the va able of momentary sales. It forb the eight-hour shift and closing ti Man can be laid off, but the m chines must grind on if they to earn their keep. This new e nomic phenomenon will not per the luxury of recession, the disa of depression. The very nature capitalism, the relation of industry government and to unions, must flect these facts.

Under the pressure of enterp that cannot stop, planning—the de word of the New Deal—becomes dispensable for all society. This alone presents problems of m magnitude.

Some who would avoid bigne government at all costs neverth count on government to prevent

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pression. Others shout for government action as a panacea for every ill, blindly confident that they can have their freedoms and eat them too. No group has stopped to estimate the kind or amount of government action it would take to control the business cycles in an economy as vast as ours.

Chances are that in the next decade there will be a clear test of the government's ability to halt a more serious recession. The United States government is already in the economy to the tune of $85,000,000,000. This sum helped produce a gross national product of $390,000,000,000. What would happen if the government reduced its participation? How much more would it take to keep a recession from snowballing into a rout? How adequate will government timing be in a system that depends upon the wish and whim of 500 Congressmen—and on their comprehension?

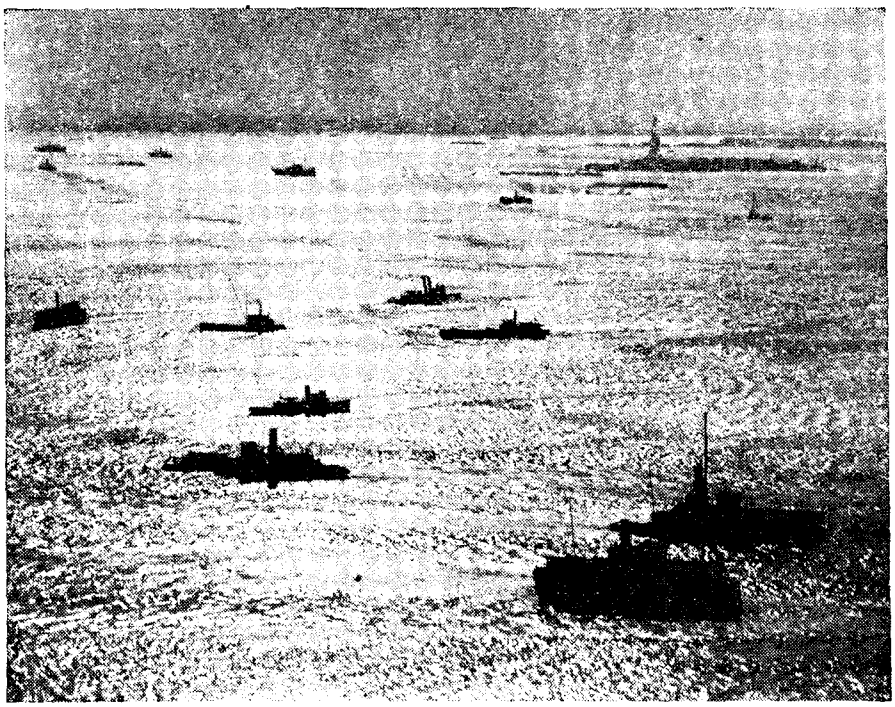
Great theoretical weight is given to the economic leverage capable of being exercised by effective tax legislation. But it takes close to nine months for a tax law to move from draft to law. If tax cuts are to counteract developing difficulty, we will also need a national willingness to increase the national debt significantly. Will there be such willingness before difficulty is acute?

There is another dimension to the evolution before us. How are we going to distribute what we have been able to produce? Our population will not increase sufficiently in the next ten years to eat up our growing farm surpluses. Eventually new chemical uses for farm products should bail us out. But in this area, as in so many others, these next ten years will be the difficult technological *interregnum*—a period between the death of old methods and the emergence of new discoveries.

The extent to which this is true in industry has already been given some attention. Automation will further the expansion of industry. But it may be useful to recall that the industrial Revolution wiped out a whole class of artisans. Automation also threatens to decimate an entire mass of skilled workers. And today's society is less prepared to endure the personal tragedies involved merely on the consoling assurance that, after all, the situation is only temporary.

We may even confront the phenomenon of close to 7,000,000 unemployed in an unprecedentedly prosperous economy. The demand of all for a share in the general prosperity will multiply the pressure for Government and union intervention in business decision.

Automation, the increasing costs of business operation, the tax values of



—*Ewing Galloway.*

New York Harbor—"Not to work in America is to sin."

merger, and the simple search for more diversified profit will produce ever bigger aggregations of business.

Business as a whole can console itself with the promise of unparalleled prosperity. But no individual business will be safe from the painful consequences of rapid change.

The firm that does not keep up with the new improvements in operation will fall behind. So will the firm that does not keep up with changing consumer patterns. Already our spending habits are feeling the impact of greater leisure and more informality in living. The increasing proportion of very young and very old people in the population is affecting spending. The changes of the past decade will be dwarfed by the changes of the next, for the rate of change is constantly speeding up. Business itself will have to promote new spending patterns to move the goods it produces. The idea of two television sets in every home is a start. But just getting people to buy more of the same will finally prove no solution. For all of business, the big problem will be: How to expand the market?

The effort to find out what motivates consumers to buy now has reached fad proportions. But we are not giving sufficient attention to the all-important distributor, the salesman. How do you motivate him to call forth the Herculean effort needed to expand and alter our markets?

Management has been slow to realize that the salesman is as much a human being as the junior executive. What motivates the executive? Personal recognition, prestige, a sense of accomplishment, a sense of contributing, the sheer joy of mental exercise—the same motivations influence the salesman. But he is not given the same incentives. He needs not only to be motivated but developed. Our newest discoveries about human psychology and emotion will have to be taught the salesman who must influence the customers to buy.

The next decade will be painful for businessmen who cannot re-educate themselves. Throughout the economy, there will be a new emphasis on youth coming up with the new language, the new education, the new ideas. Many of us will discover that, in spite of our long experience, we are illiterates—we do not speak the language of the new era. To get an inkling of it now, accompany an executive through his newly automated plant. Before long he gives up trying to explain his new machines and turns to a technician to describe them. The executives who must rely on technicians to say what their machines can accomplish will be working under a serious handicap.

And how are we going to get the manpower we need? Our colleges today are not producing an adequate supply of technicians, scientists, engineers. Higher pay is not the solution. We keep increasing it. Yet the Soviet Union is beating us in the race to turn out engineers.

The crisis in education, unfortunately, is not just a crisis of available funds. The crisis is also one of pur-

(*Continued on page* 54)

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SR's BUSINESSMAN OF THE YEAR

HENRY FORD II

THE CHANGING public image of the businessman in America has been one of the significant social phenomena of recent years in this country. It is not enough to say merely that the villain of the Great Depression has become the hero of our greatest prosperity. It goes deeper than that. This new view of the businessman has actually reflected growing public awareness of an even more significant change in the social, political, and economic climate of the United States.

By peaceful evolution, in place of the violent social experiments of our century in other countries, the flexible and imaginative institutions of American democracy have created an expanding structure of economic democracy. This is a profound cultural change. Yet, as is the case with virtually all cultural change, it has been accompanied by a cultural lag in broad public awareness of the true nature and scope of the change. It has been one purpose of *The Saturday Review* to help reduce this time lag and build a bridge of understanding between those thoughtful observers who have been critical of business in the past and those enlightened business leaders who have reacted creatively to the challenges of twentieth century America.

To serve that purpose further, *SR* has decided to cite annually as the "Businessman of the Year" that business executive who has measured up best to the new image of the businessman-citizen emerging in this country.

SR's 1956 citation—the first—is given to Henry Ford II, president of the Ford Motor Company and chairman of the Ford Foundation.

SR's editors were impressed by two major acts of executive statesmanship taken under Mr. Ford's leadership during the past year.

First, in harmony with the trend of the times, he has begun to dismantle the single family character of the Ford Motor Company and to transform it into a publicly owned enterprise. This has been marked by vast plans to market Ford stock for the first time and to ensure the widest possible public participation.

The lively interest among investors, large and small, in purchasing Ford stock also bears testimony to the imagination and sagacity with which the affairs of the company have been managed under Mr. Ford's presidency since he took command several years ago. When he assumed the presidency, decline, not growth, was the order of the day.

Thoughtful critics of the past excesses of business, where single ownership concentrated singlemindedly on maximum profits with little regard for the social costs, have begun to respond to the increasingly enlightened business leadership which has come to the fore in the past quarter-century since the great depression scarred the U. S. conscience.

Without minimizing for a moment the basic importance of profits in our private enterprise system, the new business leaders have made profits the means to an end as well as an end in themselves.

Thus, under Mr. Ford's chairmanship the trustees of the Ford Foundation have just authorized the larges single grant—$500 million—in the his tory of private foundations in America

The increasing conviction of U. S business leadership that private high er education must be helped finan cially in order to provide the neces sary intellectual soil for a dynami democracy has led to a greatly ex panded program of corporate aid fc our colleges and universities. Unre stricted grants during the past year aside from the mammoth Ford gestu —totalled probably more than $' million dollars from leading corpor tions.

Behind these two events were M Ford's service as a delegate to t United Nations, a record of peacef management-labor cooperation, l public advocacy of a more liberaliz foreign trade policy for the U. S. part of our role of world-wide ec nomic and political responsibiliti and his courage in establishing su useful social instruments as the Fu for Adult Education and the Fund the Republic.

While the grand scale on wh Henry Ford II has conducted his bu ness and social enterprises has in itably commanded special attent it has been the underlying philoso of combining private enterprise v public service which has commen him to *SR*'s editors for their first tation as the businessman-citizen the year. —W. D.

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Do Businessmen Believe Prosperity Is Here to Stay?

By HENRY BUND

A RESOUNDING affirmation of their faith in the future was the answer given by more than 1,500 executives who participated in this latest Research Institute survey.

The ghost of the Great Depression appears to have been finally laid to rest. Looking at the next five years, less than 1 per cent of the executives participating in this survey see any possibility of a severe depression such as we experienced in the early 1930s. Even a serious recession, of the 1937-1938 variety, is anticipated by a mere 13 per cent. This leaves 63 per cent, or almost two out of every three, who view a recurrence of a mild adjustment like that of 1954 as possible; interestingly enough, even in this group the majority see clear sailing for 1956 and any difficulty delayed into 1957 or later. Taken together with the 21 per cent who foresee no trouble at all, this means that five out of every six executives firmly expect our present prosperity to be permanent—especially so since economists seem agreed that the 1960s will bring a new boom, sparked by a very much higher rate of new marriages and family formations as the babies of World War II come of marriageable age.

Without prejudging the question whether Wall Street indeed is a useful indicator of business sentiment or future, we did question the executives on their own expectations. A scant 5 per cent refuse to venture a guess. Fully 58 per cent see further gains in stock market quotations of somewhere around 20 per cent. Only 10 per cent see the stock market declining during these next five years.

Getting down to specifics, these executives back up their general optimism about the economy as a whole with equally positive forecasts for their own businesses. As shown in Table I, better than one-third expect their sales volume to increase 10 per cent or more within these next twelve months. Looking five years ahead, two out of five look for gains of 20 per cent and over, one in six expects his business to grow 50 per cent or more. Despite some slight differences in degree, this optimistic attitude seems pervading, extending to all sizes and most types of business in the country.

These forecasts are more than just rogue hopes. Apparently they are closely tied to concrete plans for

TABLE I

Expected Changes in the Volume of Individual Businesses

A. From 1955 to 1956

	By Number of Employees				By Type of Business **		
	TOTAL	50 OR LESS	51 TO 250	OVER 250	MANUFACTURERS	DISTRIBUTORS	ALL OTHERS
Increase, 10% or more	37%	34%	41%	32%	31%	32%	37%
Increase, 1 to 9%	22	18	19	36	23	24	22
Little change	31	34	32	25	36	29	31
Decrease	9	13	8	6	9	14	9
No opinion	1	1	*	1	1	1	1

B. From 1955 to 1960

	Number of Employees				Type of Business		
	TOTAL	50 OR LESS	51 TO 250	OVER 250	MANUFACTURERS	DISTRIBUTORS	ALL OTHERS
Increase, 50% or more	16%	16%	21%	10%	21%	11%	14%
Increase, 20 to 49%	24	22	24	27	23	29	19
Increase, 10 to 19%	16	15	13	24	15	18	18
Increase, 1 to 9%	23	23	22	24	22	22	25
Little change	8	11	7	3	7	6	10
Decrease	5	7	4	4	3	7	7
No opinion	8	6	9	8	9	7	7

** *Distributors* includes all those in wholesale or retail trade, and *all others* includes builders, financial and service organizations, etc.
* Less than 1 per cent.

TABLE II

Expected Changes in the Rate of Profit

A. From 1955 to 1956

	Number of Employees				Type of Business		
	TOTAL	50 OR LESS	51 TO 250	OVER 250	MANUFACTURERS	DISTRIBUTORS	ALL OTHERS
Increase, 5% or more	7%	4%	8%	11%	8%	4%	9%
Increase, 1 to 4%	10	7	11	14	12	7	9
Little change	53	53	54	52	53	55	53
Decrease, 1 to 4%	19	21	18	16	18	22	17
Decrease, 5% or more	9	12	8	7	8	11	9
No opinion	2	3	1	0	1	1	3

B. Expected Changes in Profits, 1955 to 1960

	By Number of Employees				By Type of Business **		
	TOTAL	50 OR LESS	51 TO 250	OVER 250	MANUFACTURERS	DISTRIBUTORS	ALL OTHERS
Increase, 5% or more	14%	10%	17%	18%	18%	10%	15%
Increase, 1 to 4%	12	11	12	13	13	11	11
Little change	45	46	44	41	41	48	47
Decrease, 1 to 4%	11	13	11	9	10	12	11
Decrease, 5% or more	7	9	6	6	6	11	5
No opinion	11	11	10	13	12	8	11

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adding new products, developing new markets, altering the nature of present operations to assure faster growth. Even more startling is the finding that better than one out of every five does not expect to be operating in the same location five years hence; expansion, modernization, and migration figure prominently in many of these responses. The picture which emerges is certainly one of a dynamic growing economy, but also one which is increasingly restless, less tolerant of local conditions or factors which tend to restrict or slow the rate of growth.

Nor is this future seen as devoid of difficulties. Both for this current year and over the longer pull, these executives anticipate that the prices they charge will not rise as much as the prices they pay. As shown in Table II, the anticipated profit increases are considerably less than the expected volume gains. There are significant implications for our national policy in the apparent tendency of larger firms to be considerably more hopeful about the future profitability of their operations, as well as the concern which both wholesale and retail distributors express over their ability to maintain net earnings.

With that much concern over costs, it is hardly surprising that getting and holding a competent labor force looms as the number one problem for both 1956 and beyond in the minds of most executives. Despite anticipated improvements in efficiency, a majority of these firms expect to increase their workforces significantly during these next five years. And yet, these executives realistically assess the trend to greater leisure and expect the work-week to be shortened by three hours or more.

Other problems too show up in the survey. A number of smaller firms particularly express fear over their ability to stand up successfully under increasing pressures of "big business and big labor." Even more frequent among replies from rural areas are the expressions of concern over the continued decline of farm income and buying power, with apparently little concrete hope that these problems will find a satisfactory solution during these next five years.

The total picture which emerges is one of optimism tempered by the realization that 1956 as well as the succeeding years will present many more problems, obstacles and road blocks. The confidence which the average business executive feels in his company's future is at least as much based on the specific plans to make this better tomorrow become a reality as it is on the hope that the upward trend of the economy will carry him along.

Marketing Around the Iron Curtain

By CHRISTOPHER EMMET

WITH the visit of Khrushchev and Bulganin to the Far East the Cold War entered a new phase in which economic factors are expected to play a more decisive role. For the first time the Kremlin has revealed its intention to compete with the United States in granting aid to strategic countries. It is in this new context that the question of East-West trade should be considered. The businessmen of the West have tried to do business with the Soviets. It is neither the fault of the businessman nor of the democratic governments that the effort proved abortive, for never, except during the recent Cold War, has the U.S. or any other great Western power prohibited trade with Communist countries. It was only after the rejection by the Soviets of Marshall Plan aid in 1948 that Western restrictions were imposed upon a relatively small number of strategic goods. The more severe restrictions on trade with Red China were invoked by the U.N. only in 1951 as a direct result of Chinese aggression in Korea.

In the State Department Bulletin of December 5, Admiral DeLany, Deputy Director of Mutual Defense Assistance Control, clearly describes the nature of these controls, how they are administered, and why they have a negligible effect on the volume of East-West trade.

The high point in Soviet Russia's trade with the West came during Stalin's first Five-Year Plan, from 1928 to 1933. By the late 1930s it had dwindled to about half, and fell still further after World War II. In 1938 all countries now included in the Communist bloc contributed 7.2 per cent of the free world's foreign trade. In the year preceding June 1955 the figure was 2.3 per cent. As for the Soviet Union proper, even in 1948 before there were any trade restrictions its share was only 0.9 per cent of free world trade.

Some of the greatest American concerns participated in giving the industrialization of Soviet Russia its start. But Soviet trade with the free world sank sharply once Soviet industrialization had made its start. Stalin preferred to delay the pace of building Soviet industry, and to wring the necessary savings from the sweat and blood of Russian people, in order to gain total independence from the West.

To all totalitarian powers goods are weapons just as words are weapons. The fluctuations of Communist purchases in the Australian wool market are a case in point, through which Australia was punished for daring to expose the Petrov spy case. Often this is done systematically; dependence on trade with the Soviet bloc is created, then termination is used as a form of political pressure tactics. Thus in 1953 when Pakistan began to negotiate its defense pact with the U.S., Communist China cut its purchases of Pakistan cotton from approximately $84 million in 1952 to about $7 million in 1953!

In a speech at the World Trade Luncheon in New York City, May 19, 1954, Congressman Walter Judd said, "when winning, as at Dien Bien Phu, the Communists press mercilessly; when losing as in Korea, they assume the posture of peace, propose truce talks, and dangle the promise of unlimited trade. As soon as they have succeeded in dividing, disarming, or buying off their opponents, the term of trade become impossibly difficul again."

The same cycle has now occurred i connection with Geneva. Before an during the Summit Conference th Soviet leaders laid great stress on in creasing East-West trade. But at th Foreign Ministers' Conference wholly new Soviet attitude emerge for in the meantime they had manage to relax the unity and readiness sacrifice of the West, which had bee sustained by a common sense of dange The troubles in Israel, Cyprus, a North Africa, where French NAT Divisions were transferred, had a ready cut the strength and unity NATO. The same mood produced ec nomic concessions from Western cou tries, including a large delivery Canadian wheat to Poland, paid by a credit guaranteed by the Can dian Government!

On his return from Geneva M Dulles reported that Mr. Molot ignored an offer to make Americ food surpluses available behind Iron Curtain. His only interest a peared to be in trade in commo ties on our strategic goods This Soviet attitude is hardly surpr ing considering that aside from Canadian wheat deal, *the energ dumping of American farm surp throughout the free world*

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driven other free nations to export food to the Communist bloc. As a result of Secretary Benson's energy in selling rice to markets ordinarily supplied by Burma, Burma was in a position to offer the Communists a great part of its rice surplus. Hence the Soviet indifference to the offered increase in peaceful East-West trade in no sense indicates the strength of the Soviet economy. It merely indicates that they are already receiving many of the things they need most, thanks to the limited scope of Western trade restrictions.

It may be argued that if the total Communist percentage of world trade is so small, then the value to them of present free world exports to the Communist bloc is relatively negligible. However, the fact that the Communists make desperate efforts to eliminate imports from the West whenever possible, in order to make their economy self-sustaining, means that every item they *do* import from us must be important to them.

Evidence of the *relative* Soviet economic weakness in terms of even lower living standards, despite increased industrial capacity and military strength, is revealed by an article in the January 1956 issue of *Foreign Affairs* by Professor Abram Bergson of Columbia, a recognized authority on Soviet economy. He writes: "After taxes and bond deductions, the industrial worker with an average money wage could buy 10 per cent less goods in 1952 than in 1928. . . . In terms of a 1928 'Market Basket' containing more meat and other goods that later became scarce, *the cut in real wages was 37 per cent.*" (Italics mine.)

In *The New York Times* of December 18 Harry Schwarz reports: "The magnitude of the setback suffered this year by Nikita S. Khrushchev's virgin lands program is beginning to come to light." Mr. Schwarz points out that while the total Soviet grain production for this year will be greater than last, this is solely due to an exceptionally good crop in the Ukraine and indicates no permanent solution for the Soviet food problem. Professor Chauncey Harris of the University of Chicago, a leading geologist, described in *Foreign Affairs* of January 1955 the climatic obstacles which presumably doom the effectiveness of Khrushchev's plan. The shortage of manpower caused by the admittedly great wastage on Soviet farms was reported by Professor Gale Johnson of the University of Chicago, one of the twelve-man agricultural team which visited the USSR last summer, and has since been conceded by Soviet leaders themselves.

In China the situation is much more grave. Henry R. Lieberman reports in *The New York Times* of January 1 that peasants are slaughtering their stock as a result of the intensified collectivization program.

Such are some of the handicaps and uncertainties of the economic position of the Communist bloc which can hamper its plans to compete in economic aid abroad, provided the free world is politically willing to make the sacrifices of which, economically, we are fully capable. We cannot exploit this weakness if we continue to confine our restrictions on East-West trade to the limited list of banned strategic goods. Our ban is helpful as far as it goes. But who is to say with precision what goods are strategic and nonstrategic in modern total war, where trucks may be more essential than guns? Because of the tremendous waste and shortage of Soviet manpower, food imports from the West liberate more men for military production.

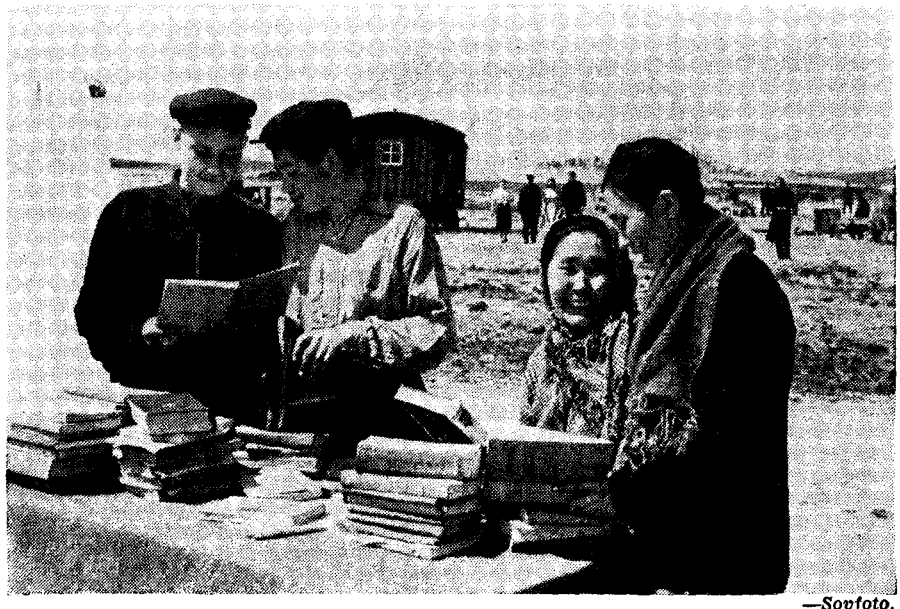
It is impossible, of course, for the United States alone to dictate a policy of increased restrictions against trade with the Communist bloc. However, almost none of the imports which the free world receives in payment for the less than two billion dollars' worth of our exports to the Communists is absolutely essential. It would be worth-while for us to assume the relatively minor burden of increased foreign aid to compensate our allies since it would greatly strengthen our position in the cold war, *especially as our present total of foreign aid, economic and military, is less than 1 per cent of our estimated gross national product for the current fiscal year.*

Thus, the United States can take full advantage of our great productive asset in the present life and death struggle with Communism by resorting to some of the methods of economic warfare by which we helped to defeat Hitler in World War II. At that time the United States bought up Spanish and Latin American minerals and other goods, often regardless of price and regardless of whether or not we needed them ourselves, in order to deny these goods to the enemy and to support the economies of friendly nations. Since the whole Communist bloc imports less than two billion dollars' worth of goods, a similar program now would be far less costly than our war-time effort.

The American Federation of Labor in 1954 passed an imaginative resolution along these lines which called for:

> (a) establishment of a Free World Trade and Prosperity Area in which the economic relations among the participating countries are to be expanded, purchasing power and productivity raised, and prices of basic raw materials stabilized; (b) setting up by the participating countries of a special fund for compensating any nation which has suffered economic loss as a result of its loyal participation in such economic collaboration aimed at discouraging aggression and preserving world peace.

This means that from the Western point of view any increase in East-West trade should only be considered in exchange for political concessions from the Communists, a formula suggested by the London *Economist* in connection with Communist China. How else can we hope to break the impasse in our negotiations at Geneva for German unification, etc.



—*Sovfoto.*

A scene on Khrushchev's "New Lands" project—"setbacks . . . failures . . . climatic obstacles?"

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There May Be Shoals Ahead

By STANLEY H. RUTTENBERG

ALTHOUGH general levels of economic activity have moved upward at a rapid rate for fifteen months, the benefits of this upturn have not been distributed evenly among all groups in the population and there is no assurance that the nation's overall prosperity will continue throughout the year. Production, sales, and employment are at record peaks. The major force behind the recovery from the downturn of 1953-1954 has been a surge of consumer spending, backed up by an extraordinary increase in personal debt, especially for automobiles and homes. In response to this rise in consumer expenditures, businessmen have been building up their stocks of goods on hand and have been increasing their outlays for new plant and equipment. Despite the general improvement in economic conditions, booming profits, and record dividend payments to stockholders, unemployment and economic distress remain a pressing problem in many communities. Farm income continues to decline. Failures of small businesses remain high.

Continued economic growth is essential to provide an environment in which these problems can be solved before they develop into malignant growths in our society. The continued expansion of economic activities in 1956 and the years ahead is required, too, to provide job opportunities for new workers who will enter the labor market and for those who may be displaced by laborsaving changes in industry and commerce.

We cannot be complacent, however, in the belief that the upturn of the past fifteen months will automatically carry the economy forward. Much of the recent pick-up has been based on rising personal debt, reduced family savings out of current incomes, and increasing business expenditures for inventory-building. These forces cannot be expected to continue to press upwards at their recent rates for an indefinite period into the future. The present forces for continued economic growth in 1956—such as anticipated increases in business expenditures for new plant and equipment and rising outlays by state and local governments—will hardly be sufficient to sustain prosperous conditions, especially if declines develop in automobile production and residential construction. Additional strength will be needed in 1956 to maintain a general level of prosperity.

Although the overall national picture in the past year has been one of economic advance, several weak spots yet remain. After months of rising levels of economic activities in most parts of the nation, there were, according to the Labor Department, still over eighty labor market areas in which 6 per cent or more of the labor force was unemployed. The areas of economic distress in the nation still await a concerted and concrete effort by the federal government to assist in their rehabilitation.

The farmers, too, have seen the nation's general prosperity pass them by. Farm income has been falling rapidly. Business failures, particularly among small enterprises, have remained surprisingly high.

On the other hand, corporate after-tax profits and dividend payments to stockholders rose substantially during 1955. These inequities are a danger to the continued progress of the national economy.

IN attempting to appraise the current economic scene and the likely course of national economic developments in the months ahead, it would be helpful to glance backward at the major trends of the past two years. In that way, we can seek out the main sources of strength and weakness in the national economy.

Production, sales, and employment fell after mid-1953, with the drop in Government defense expenditures, the reduction of business inventories, and the decline in business outlays for new plant and equipment. But unlike most previous declines in economic activity, the 1953-1954 downturn did not develop into a downward spiral. Consumer income did not collapse and consumer spending managed to rise slowly in early 1954.

Trade union strength, collective bargaining, New Deal and Fair Deal social-welfare legislation—such as unemployment compensation, the Federal minimum wage law, and social security—cushioned the effects of the downturn and bolstered consumer income. Widespread wage-cuts, such as accompanied most previous declines, were prevented. In several industries the unions gained substantial increases. As unemployment rose in late 1953 and early 1954, total unemployment compensation payments increased to offset part of the decline in earnings from gainful employment.

The economy's consumer base did not shrink with the decline in the economic activities of government and business, as had occurred in most previous downturns.

When the automobile industry started production of new models in the fall of 1954—with its impact on the steel, rubber, glass, and related industries—consumers were ready with cash and credit to give a lift to economic activity. The Government's easing of credit restrictions for housing gave added impetus to residential construction, which had remained strong during the downturn. The surge of automobile sales, home-building, and consumer spending, generally, occurred only because personal incomes did not collapse during the downturn and many families felt optimistic enough after the summer of 1954 to obtain credit for the purchase of homes, automobiles, and other consumer goods.

With the rise in consumer spending and the boom in automobile sales and home-building, businessmen, in the final quarter of 1954, turned around from cutting their inventories to the bare bone to building their stocks of goods on hand. In the second quarter of 1955, businessmen started to increase their outlays for new factories, machinery, shopping centers, and office buildings, to meet the existing and anticipated demand for goods and services.

While the general upturn has rested almost entirely on consumer activities, the latter, in turn, has depended to a great extent, on reduced savings out of current incomes and rising debt. Without the availability of relatively easy credit terms during most of the past fifteen months, it is unlikely that the upturn would have been as swift or as sharp as it has been.

In the third quarter of 1955 consumer spending for goods and services was at a yearly rate of $1 billion greater than it had been the same period of 1954, when the upturn started. More than one-fourth of this rise in the rate of consumer spending for goods and services was financed by short-term debt. Such indebtedness (largely instalment debt, of which about half is for automobiles) rose $4.8 billion in that period between the third quarters of 1954 and 1955. The amount of money consumers save out of current incomes has been declining for almost two years. In the spring quarter of 1955, the latest date for available information, consumers borrowed almost a billion dollars more than they saved

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according to the Securities and Exchange Commission. Mortgage debt, too, has been rising sharply. Last September the most recent date for such information, outstanding mortgage debt on one-to-four family homes reached $85.6 billion from $64.3 billion in September 1953 and $72.7 billion in September 1954.

Total consumer indebtedness—short-term debt plus mortgage debt on one-to-four family homes—was $119.9 billion last September. It has been rising at a much faster rate than after-tax personal incomes. In the year between September 1954 and September 1955, total consumer indebtedness rose 18 per cent, while after-tax personal income increased approximately 7 per cent.

The Administration's "remedy" for this condition has been the development of a general "hard money" policy—increased interest rates, higher down-payment requirements, and reduced pay-back periods for mortgages on homes. This policy will probably have the effect of increasing the profits of banks and other lenders, while discouraging consumers, farmers, and businessmen from making new purchases. In response to the "hard money" policy, residential non-farm construction has already begun to decline. The Administration's "remedy" threatens to stifle economic activities, generally.

The sharp rise in consumer debt s fraught with danger, but only from a let-down in consumer incomes. If consumer incomes should fail to coninue their recent increases—or if hey should decline—then the debt tructure could become an unduly eavy burden.

CONTINUED expansion of economic ctivities is essential if high national evels of production and employment re to be maintained. A halt to the xpansion of the past fifteen months ill result in rising unemployment nd an increasing number of disessed communities. With a growing bor force and rising output per manour of work, the continued expansion purchasing power, sales, and proiction is a prerequisite for the prention of spreading unemployment. Reliance on the existing forces for onomic growth, without additional provements in 1956, will not give high levels of employment throught the year. Without a substantial rease in after-tax personal innes and a retreat from the Admination's "hard money" policy, conners will probably slow down their chases of goods, services, and nes. Should consumer expenditures to rise sufficiently, businessmen l probably halt the building of inventories, and, perhaps, attempt to reduce them by cutting back their orders for new goods. There are already predictions from Harlow Curtice of General Motors and others that automobile production in 1956 may be cut 10 per cent to 15 per cent or more below the 1955 record. Residential non-farm construction is also expected to slip if the "hard money" policy continues. Farm income may experience a further decline.

—Acme.

George Meany and Walter Reuther lift the AFL-CIO gavel and bury the hatchet.

Under such conditions, the anticipated increases in business outlays for new plant and equipment and in state and local government expenditures would not be sufficient to sustain the needed economic expansion for high employment through the year. Additional economic strength will be needed to maintain prosperity throughout 1956.

Wage gains, made through collective bargaining last year, have added strength to the consumer sector of the economy. Guaranteed wage plans negotiated in the automobile, agricultural implement, and can manufacturing industries now provide over a million industrial workers and their families with a degree of income stability; they likewise provide the companies with a financial incentive to improve their scheduling of production and employment. Unfortunately, many companies took advantage of the granting of wage increases and fringe benefits in 1955 to raise their prices and enlarge their profit margins.

The maintenance of a general condition of prosperity in 1956 requires, among other things, the further spread of substantial wage increases, guaranteed wage and employment plans, improved health, welfare and pension programs as well as other fringe benefits. These improvements are made possible by the cost reductions of the national economy's rising manhour output and do not require price boosts. Indeed, reductions in the prices of some goods are not only possible as a result of improving productive efficiency, but they would have a salutary effect on sales. Unit profit margins in many lines can be reduced without any financial harm to the companies, as the booming profits of most industries indicate.

To add further strength to the consumer sector of the economy, tax relief is required, particularly for low- and middle-income families. Such tax reductions in 1956, combined with wage and salary increases, can bolster after-tax personal incomes and reduce any possible ill-effects from the recent sharp rise in consumer debt.

An improvement in public services —such as roads, schools, and hospitals —would add force to the expansion of economic activities in 1956, while strengthening the fabric of our society. Agriculture, too, requires government action to halt the drop in the buying power of farm families and prevent a full-blown farm depression.

The national economy need not falter in 1956. But its continued expansion and the maintenance of high levels of employment throughout the year will require positive steps of the type referred to above, by private groups and government.

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Men and Organizations

***"Great Enterprise: Growth and Behavior of the Big Corporation," by Herrymon Maurer** (Macmillan. 303 pp. $5) and **"The Big Business Executive," by Mabel Newcomer** (Columbia University Press. 164 pp. $4), are analyses of the present-day conduct of one of the most critical forces in our society. They are reviewed below by Melvin Anshen, professor of Industrial Administration at the Carnegie Institute of Technology.*

By Melvin Anshen

IN the United States today, the 200 largest corporations hold half of all business assets. They give employment, directly on their own payrolls and indirectly on the staffs of suppliers and distributors, to at least half of the non-farm, non-governmental working force. They are the principal source of technological innovation. They are the dominant designers of our pattern of economic stability and growth. As social organizations without parallel in history their influence extends to the way we live and the ideas we accept.

Since the age of the trust the giant corporation has been the focal point of controversy. Economists, social reformers, and framers of public policy have all contributed to a mass of critical evaluation that has been as often emotional as rational, as often visionary as realistic. The attitude of defensive secretiveness adopted by many firms has fed the popular belief that aspects of their behavior cannot stand public review. While this attitude is changing under the tutelage of public relations counsel, we are still relatively uninformed about the nature of the big corporation as an economic and social institution and about the objectives and the standards that guide its operations.

Herrymon Maurer's "Great Enterprise" and Mabel Newcomer's "The Big Business Executive" are important contributions to clarifying some of the issues in debate. Planned and executed independently, the books are surpris

Advice to Young Women

LOOKING for a marriageable man who is a potential big businessman? Here is a checklist of the qualities which, according to **"Big Business Leaders in America,"** by W. Lloyd Warner and James Abegglen (see page 50), are to be found in those men who have already made the grade and which are, therefore, presumably to be found in those young fellows who will make the grade in the future. To check your own man ask yourself this:

- Is he the son of an owner or executive of a business firm? Slightly over half of those who hold the top positions in American business today are.
- If he is the son of a skilled or unskilled laborer did he go to college? Over half of the business leaders born to skilled or unskilled laborers did.
- Did he go to business school in addition to college or did he take extra commercial training within the college or university he attended? Only four out of ten present-day leaders report no extra business training in school.
- Did he go to Yale, Harvard, Princeton, Cornell, or the University of Pennsylvania? Each of these five colleges has produced more present-day big businessmen—and in that order—than has any other college.
- Was he born in one of the fourteen states making up the area east of the Mississippi and north of the Ohio rivers? Almost two-thirds of today's leaders were.
- Was his grandfather a farmer? Thirty-five per cent of today's business leaders had farmer grandfathers.
- Was he born on a Southern farm? This is the man who is by all odds least likely to become a member of the business élite.
- What has been his business history thus far? The typical member of the business élite entered business just before his twenty-second birthday became associated with his present firm seven years later.

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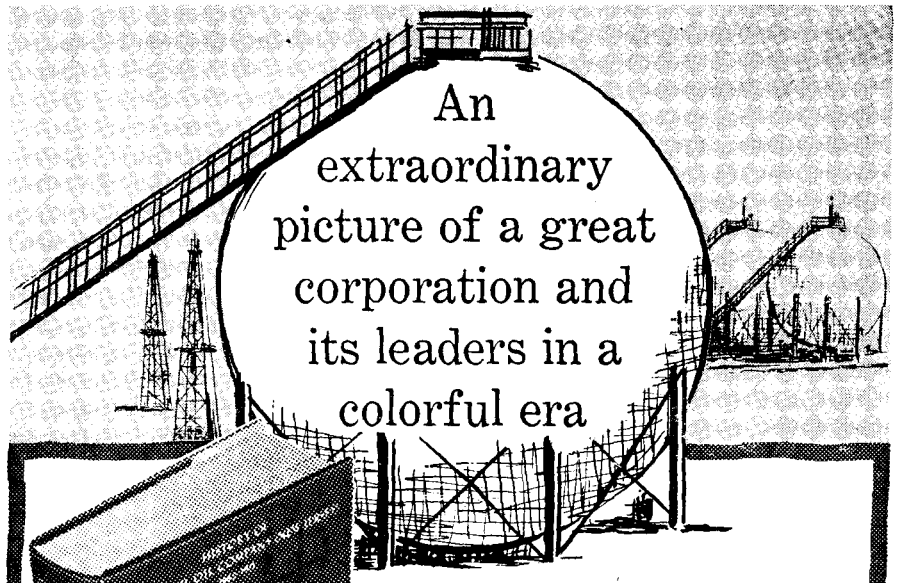
ingly complementary, adding strength to the authors' separate conclusions. Mr. Maurer has drawn on the research facilities of *Fortune* magazine to explore the personalities, policies, and behavior of fifty of the country's giant enterprises. Professor Newcomer has studied the top executives of the country's largest non-financial corporations. The first writer is concerned principally with organizational behavior. The second considers the men who direct this behavior. Both authors adopt the long view, calling attention to changing mores and men and insisting on the importance of recognizing that the big corporation today is not the stereotype of fifty or even twenty-five years ago. Finally, Professor Newcomer's sober reading of statistics balances Mr. Maurer's affection for open-handed, often somewhat hollow, generalities.

Mr. Maurer's major points deserve serious consideration. The big corporation is not simply a legal device for doing business with minimum risk and maximum continuity. It has become a social organism with a unique personality. In its current form it is management-centered, rather than owner-dominated. In the course of its change from the entrepreneurial tool of the nineteenth century and the financial instrument of the era of the great trusts, it has encouraged subtle adaptations in goals and motivations. He argues persuasively that the goal of secure continuity of operations based on adequate long-term earnings has substantially replaced the all-out drive for maximum short-run profits; that customers, employees, and the general public have won positions of equal importance with stockholders in the decision-making environment of top management; that group-thinking (often valuable, but with dangerous possibilities) has become a way of corporate life; and that a considerable degree of social control has been accepted as inevitable.

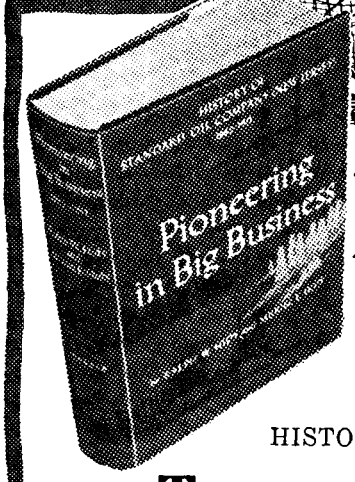
Professor Newcomer's study carries the discussion one step further. If corporate behavior is unique and decisive, what of the men who direct these enterprises and shape that behavior? Using published and private biographical material, she has examined the record chairmen and presidents of our largest non-financial corporations at three points: 1900, 1925, and 1950.

The statistical profile of 1950's typical chief executive shows him as a native American, the son of an independent businessman. Contrary to trend, he comes from a family of moderate income and went through college largely with parental support. He secured his first full-time job on his own, a minor position in the cor-

(*Continued on page 50*)



An extraordinary picture of a great corporation and its leaders in a colorful era



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BROADWAY POSTSCRIPT

Mental Telapathy

IN "The Great Sebastians" Alfred Lunt and Lynn Fontanne are appearing as a mind-reading act, and to remind you that there is really nothing to this new comedy-melodrama may be as picayune as it would be for a music-hall audience to refuse to enjoy such an act because it didn't really employ supernatural powers. Like The Great Sebastians, the Lunts' integrity and distinction lies in their refusal to allow their act to become sloppy or stale, and this they do by applying maximum effort no matter how inconsequential the occasion, and by constantly "changing the code."

However, one code can be less effective than another, and seeing the Lunts in this new Lindsay and Crouse vehicle is apt to be a disappointment for those of us who hoped either for real magic or for one of their most brilliant displays of comic virtuosity. The piece starts on the latter tack immediately, picking up the Great Sebastians at a Prague theatre in 1948. The applause immediately greeting the stars gives Mr. Lunt an excuse to strut delightedly about, and despite the fact that "Fink's Mules" are waiting in the wings, he insists upon giving an encore. The act turns out to be the usual mixture of jokes and identifications, with Mr. Lunt working up and down the aisle and Mrs. Lunt —gorgeously blindfolded by Mainbocher—answering from the stage. Afterwards we see them in their dressing room minus glamor and some of their clothes. Mr. Lunt becomes an amusing combination of vanity and tight-fistedness, and the blonde-headed Miss Fontanne reverts into a slight cockney accent. In fact, Miss Fontanne's characterization is so perfect that she not only speaks cockney, she walks cockney, stoops cockney, and kisses cockney. At this moment the plot seems to be: Can the Great Sebastians somehow smuggle the equivalent of their salary out of Czechoslovakia?

This facepowder plot is then sidetracked in favor of another complication brought about when by a coincidence they manage to convince the VIP head of the Czech Army that they really have telepathic ability. The General, a superstitious materialist, insists that they do their act at his party in order to find out for him which of his associates is disloyal to him. This problem constitutes Act II, and its most amusing moment comes at Mr. Lunt's terror and recovery when a trick tied in with the color of dresses worn by ladies is nearly ruined by the coincidence of two of them unexpectedly showing up in the same shade of blue. But with Act III imminent, Lindsay and Crouse drop this plot and switch to something more substantial. Jan Masaryk, with whom the Sebastians had by coincidence lunched that very day, dies, and the Czech Communists attempt to strengthen the notion it was suicide by holding the Sebastians until they sign a statement saying they found him depressed, etc. While this new turn may make the mistake of mixing theatre with journalism, it does give Miss Fontanne a chance to illustrate superbly the British characteristic of the little person modestly and as a matter of course coming through with a herioc action in a crisis. Mrs. Lunt catches this in one tiny comic line in which she persuades her husband not to falsify in order to save their lives. "This isn't income tax, you know," she says quietly, in recognition of the difference between an act of inhumanity and ordinary humanvice. After this brief glimpse of reality the Lunts fly back to the artificial with an incredibly arbitrary cleverly executed ending.

In the performance, as directed by Bretaigne Windust, there is excellence for a few moments a surprising lack of genuine or sustained excitement. The Lunts play jokes and situations down and without the compensating subtlety one found in their performances of even such a poor play as "Quadrille." This may be a tribute to their sense of proportion, because many of the lines that are mild lackluster as delivered could become obvious displays of bogus jewelry pushed into the limelight.

Lindsay and Crouse are good craftsmen, and more than that they have an abiding love for the theatre. In spite this "The Great Sebastians" only occasionally anything more than patchwork. As such it evokes a lamentable underuse of the talents of not one but two of our most justly famous performers, and it is only because they have chosen to make one in the Lunts' series—"Alfred and Lynn in Czechoslovakia" if you will that we will find it necessary to add it to our theatregoing collection.

—HENRY HEWES

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TV AND RADIO

Cool Million

SOMEDAY American televiewers may see feature-length films on TV without commercials, under one of several proposed systems of Subscription TV. Someday the networks themselves may schedule first-run pictures (such as "The Constant Husband," the British movie NBC presented recently, starring Rex Harrison) with normal beginning, middle, and end commercials. *Someday*. But until either or both of these things happens TV movie-fans will continue to take their cinema-on-the-air the hard way—namely, with a generous dose of participating sponsors, irritating interruptions of story line, vagaries of plot, and shattering of mood. And often in the interests of some product whose pitchman "scientifically" uses a prop-department machine to measure the acidity of your postprandial stomach.

But millions of televiewers in all the TV markets are still willing to endure these "costs" in order to watch films on the air. In the nation's No. 1 market, Greater New York, for example, Telepulse Rating Service gave "The $64,000 Question" a score of 44.7 per cent for a week in December 1955. Ed Sullivan drew a 44.2 per cent the same week; "I Love Lucy" won a 37.8 per cent; and "Disneyland" scored 32 per cent. These four programs are the national network leaders. One local New York program, however, outscored them all: "Million Dollar Movie," which runs ninety minutes, seven nights a week on WOR-TV, Channel 9. The particular movie which beat the big network competition was "The Man Between," a British product starring James Mason as a sympathetic, unsavory ex-Nazi who becomes the object of a British heiress's affections in East and West Berlin. "The Man Between" drew a Telepulse of 53.8 per cent. Translated by the inscrutable mathematics of TV ratings, this means that 2,526,290 Greater New York families were excited that week to Mr. Mason's unseen charm; which, more translated, means 5,557,840 viewers.

Mason, of course, had seven nights in which to build his winning score; his competitors had but one evening each in which to earn theirs. To the nine WOR-TV sponsors who bought "The Man Between," however, what matters was its cumulative cost-per-thousand. Each sponsor that week in the New York area paid considerably less, and got more for his money than did the opposition sponsors of "Question," Sullivan, "Lucy," and Disney.

Feature films on television are the local station's answer to network competition. Independent stations, too poor to compete with the big budget shows, offer pre-fabricated cinema values to multiple sponsors at comparatively low prices. Economics pipes the tune. But the televiewers pay, for each of the nine sponsors on "Million Dollar Movie" gets a one-minute commercial and WOR-TV adds a tenth commercial for itself, in the form of a trailer announcing next week's movie. The ten commercials are presented two at a time. Subtract the necessary time for the opening and closing billboards, the transitions, interludes, etc. out of the full period's ninety minutes, and only seventy-five minutes are left for the actual film.

Time was (in the old double-feature and short-subject days at motion-picture theatres) when seventy-five minutes was the running length of the average feature. Now film producers fatten them up to approximately ninety minutes and even longer. "Million Dollar Movie" producers didn't do too badly. Other local stations, in New York and elsewhere, sometimes collapse their celluloid sausages to fifty minutes. One New York independent made mincemeat of "The Man in the White Suit" in a precise fifty-five minutes. The problem of the "Million Dollar Movie" is therefore quite simple. How do you cut from fifteen to twenty-five minutes of film from a feature without atomizing it? Where do you cut it?

First candidates for surgery are the sequences which offend good taste (as prescribed by motion picture and television codes and by the Legion of Decency, whose guidance is respected by WOR-TV). British and European films are especially suspect. But taste on TV is also a matter of time-slots. Take sultry Gina Lollobrigida, for instance, in an Italian film, "My Beautiful Daughter," which was shown not so long ago on another WOR-TV feature film program. Gina and other Roman models appeared in one-and-a-half minutes of Bikinis. The ninety, naughty continental seconds were excised for the nine to ten p.m. showing, on the theory that children might be leering about the family TV set. The Bikinis went back on, however, for the eleven-thirty p.m. to one a.m. Late Night Feature; adults only presumed awake and impure. Where a film is deficient in sex, suicide, or excessive brutality after nine p.m. the editors must train their scalpels on a feature's obvious blocks of fat.

If, after that, the commercials are still crowded, the editors then get down to the bare bones of entrances and exits, handshakes, and subtle and eloquent reaction shots. WOR-TV's film personnel readily admit that such surgery is often painful, especially when they are forced to operate on a well-made film. But just as often, they contend, their version is an improvement. Occasionally, when the editors simply cannot bear to slice up a well-knit texture, they will carry it for twenty to twenty-five minutes; but, alas, then the sections that follow suffer decimation.

EACH editor puts in a full forty-hour week working on a film. He may screen and view one feature as many as thirty times during the cutting operation (associates have grudgingly dubbed them "the world's highest paid ushers"). Probably no other local station movie program in the country gets as much loving care as "Million Dollar Movie." Union base pay for the "re-editor's" job is $96.50 per week (at smaller stations around the country, the pay is $40 per week and up). Neither of the two men who edit "Million Dollar Movie" ever went to college. They are skilled technicians who gained their film know-how from long and intimate association with camera and cutting room. Today, under the watchful eye of Film Manager Fenster and a handful of other production personnel, they exercise delicate but clear censorship over the film fare "Million Dollar Movie" exhibits each week to 5,500,000 New York viewers.

This is a new phenomenon of serious proportions in our culture. Mr. Fenster agrees that, in theory, perhaps producers with adequate background and training should have a larger hand in the direct "re-editing." Economically, however, it is impracticable, he maintains; and under the existing conditions, he adds, his men are doing the best job possible. "No editor with a Ph.D. could do any better—he might do worse." He is probably right. So next when you are viewing a cut-down feature film on your local TV station, and you wince at the intrusion of a digestive tract in the tender middle of a love scene, try to find some consolation in the fact that the picture is being brought to you free at a low cost-per-thousand for the sponsors by "the highest paid ushers in the world."

—ROBERT LEWIS SHAYON.

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SR GOES TO THE MOVIES

Lana Turner Week

MY sympathies are with Lana Turner this week. In her two new films, **"Diane,"** and **"The Rains of Ranchipur,"** she has some very difficult love problems. And, while she is impeccably groomed and handsomely gowned in both movies, the writers have provided her with lines that might have cracked the teeth of Julie Harris. Miss Turner may not be an exceedingly gifted actress, but for eighteen years, ever since the day she was discovered in a drug store by a "talent" spotter (a story that seems to be true), she has worked hard at her well-paid job. She has learned how to speak well, and carry herself well. In one movie—"The Bad and the Beautiful"—she turned in so memorable a performance that it became apparent that both critics and producers had been underrating her ability.

Since then, however, it has been her fate to appear in mediocre movies. One must live, after all, and it must be pretty hard to turn down an offer of $100,000 or so to make a picture. In the case of the new movies I'm inclined to blame not her but the writers. "Diane" is the somewhat historical story of Diane de Poitiers, a sixteenth-century French court lady who became the mistress of the Dauphin (eventually King Henry II) and, for all practical purposes, virtually supplanted his wife, Catherine de Medici, as the reigning queen. Some pertinent historical facts have, of course, been glossed over. One is that she had two daughters by her husband, the Count de Brezé; another is that Diane was at least twenty years older than the young Dauphin. Is history not as handsome as Lana?

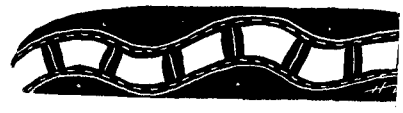
I can't quite figure out why this pompous story of French and Italian court intrigue was made. Certainly the populace hasn't been demanding historical dramas. They're expensive, besides, requiring as they do the construction of elaborate sets and thousands of yards of expensive costuming material. Even the horses wear elaborate costumes in this one. The screenplay is dull and stiff, and one would not be so surprised about it if the author were not Christopher Isherwood. Miss Turner looks pensive and sad through it all, and she has every reason to.

I can't fully understand why "The Rains of Ranchipur" was made, either. The movie is a remake of "The Rains Came," a movie that caused few cheers the first time it came around, about fifteen years ago. Merle Miller, a novelist of considerable ability, was hired to do the screenplay, and while he has injected a light touch here and there his struggle to update and improve the basic material has turned out to be largely fruitless. Miss Turner, this time, is seen as a rich American lady married to a spineless, but titled Britisher. They are in India to buy horses. Lady Asquith, the beautiful American lady, is noted for her roving eye and her nigh-uncontrollable physical impulses. When her eye, during its roving, happens to fall on Richard Burton (there is no mistaking the eye she gives him in the huge Cinema-Scope close-up) trouble is bound to occur. Richard Burton is dressed up as a talented Indian doctor, very important to the mythical district of Ranchipur, and the conflict develops over who will win the doctor's services—Lana Turner or the mysteries and necessities of India.

Luckily, the rains come in the nick of time; also earthquakes and floods. The doctor learns, through trial and error, that India is more important to him than love, and the lady learns that love is important, but that you can't always have it. Miss Turner is again pensive and sad throughout the picture. I had the impression that she was praying to Darryl Zanuck and Dore Schary to please provide her with better roles.

THE dearth of American screen comedy is made more poignantly noticeable by a Twentieth Century-Fox effort in this field, **"The Lieutenant Wore Skirts."** The basic situation gets off to a slow start when Tom Ewell is rejected as an Air Force retread while his wife, Sheree North, makes the grade as a WAC Lieutenant. Mr. Ewell's efforts are then concentrated on getting his wife out of the service, overlooking, until the very last moment, the obvious way to do it. It seemed to me a clearcut victory for the audience, which was several jumps ahead of the screenwriters all the way.

—HOLLIS ALPERT



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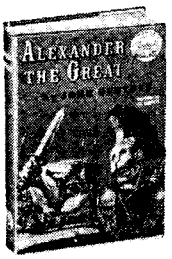

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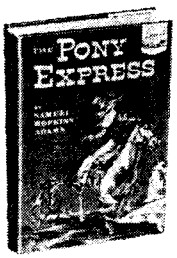

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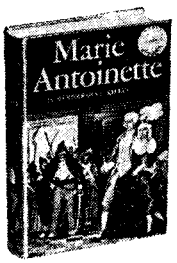

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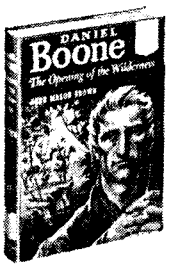

DANIEL BOONE
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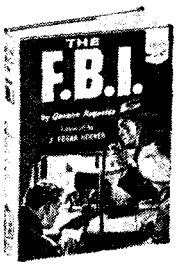

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MUSIC TO MY EARS

Mozart by Bernstein, Milstein, Pons, Lipkin

NINETEEN FIFTY-SIX was less than a week old when the Symphony of the Air conducted by Leonard Bernstein and with Jennie Tourel as vocal soloist offered in Carnegie Hall the first of what is certain to be a recurrent happening in this bicentennial year: an all-Mozart program. All things considered, we shall be lucky if the rest are as good as the first, because the material was mostly of the sort only tendered in ceremonial circumstances (the "Don Giovanni" overture aside).

Let it be said, too, that if all the rest are as commendably artistic we, and Mozart, shall be better off than we have any right to expect. Mozart, it is clear, appeals directly to the musician in Bernstein rather than merely the conductor. It was helpful, too, that by playing the piano *obbligato* for Miss Tourel's singing of "Ch'io mi scordi di te" (K. 505) and undertaking the solo part in the G major (K. 453) concerto he had a directly functional relation to the whole.

At least, that is a theory to account for the directness and lack of ostentation throughout. The first movement of the symphony (No. 29) went a little briskly, leaving behind it a neat, furrowed surface not much below lawnmower depth. The briskly chosen tempo made articulation of the Mozartian detail impossible, meaning that either the composer or Bernstein was at fault. I'll choose Mozart. It made a certain kind of effect—a lot of instruments playing harmoniously together generally do—but not the kind, it seems to me, Mozart had in mind. This, however, is the problem movement of the symphony. The subsequent ones flowed more evenly.

I am not ordinarily an enthusiast for the conductor-pianist approach to Mozart concerti, or any others. I always wonder why, if the orchestra can get along nicely when the performer's two hands are occupied on the keyboard, it needs so much finger-pointing and hand-wagging when they aren't. However, this at least, was an occasion on which the soloist and the conductor saw I to I on interpretation.

Miss Tourel sang with a good deal of insight and steady vocal control in the charming "Zeffiretti Lusinghieri" from "Idomeneo" and "Al desio di chi t'adore," a supplementary aria from "Figaro." However, the vocal problems of the air with piano *obbligato* (written for Anna Storace, the first Susanna) were more than she can presently cope with. Bernstein worked wisely in building his orchestral ensemble from a foundation of five basses, achieving body without heaviness, flexibility without thinness.

Dvorak's violin concerto is one of those works which has to be interpreted as well as played, which it was only partially at its most recent hearing from Nathan Milstein with Dimitri Mitropoulos conducting the Philharmonic-Symphony Orchestra in Carnegie Hall. The violinist clearly had the necessary conception in mind, but the orchestral support lagged—qualitatively speaking—on a lower level.

This is something of a pity, for the Dvorak concerto is not often heard from our prominent virtuosi, and such an act of faith as Milstein bestowed on it was worthy of a happier outcome. The soloist's superb command of the instrument made sparks fly and they naturally ignited a burst of applause. But there is a stronger musical line, a keener integration of solo-ensemble elements in the score than Mitropoulos exposed.

LILY PONS's enduring fame was not seriously marred by her most recent Metropolitan appearance in a "gala" paying tribute to her appearances there in twenty-five successive years since her debut in 1931. She looked indescribably well, she sang with an indescribable effect on a large audience, and they responded with applause of warmth and volume. Leopold Stokowski was present, also Gladys Swarthout, Lillian Gish, David Oistrakh, and Andre Kostelanetz. The second act of "Rigoletto," the "Mad Scene" from "Lucia," and a group of arias were interspersed with tokens of esteem from management, directors, and co-workers.

The whole point of the occasion—how long Miss Pons has lasted in her chosen field and how well she still does what made her famous—was dulled a little by two facts. She has, truly, lasted longer than most other coloraturas (the pedants will note that Marcella Sembrich sang in the Met's first season, 1883, and didn't retire until 1909) but in the ten postwar years she has appeared at the Met only thirty-four times, an average of three-plus a year. Thus, her operatic endeavor has been spread very thin for a very long time. In some of these seasons she sang no more than once, meaning that her "streak"—like some famous ones in the sporting world—has been kept alive as much by courtesy as by achievement.

As to the second point, Miss Pons has been famous a long time, and has been singing near, rather than on, the pitch much of that time. That typical characteristic was not denied the audience at her "gala," which heard a Gilda in typical Pons style—not too sparkling in sound, but with every note animated by a keen sense of audience effect.

As a vocal phenomenon Miss Pons possessed a sounder technique than most of her contemporaries, also a compact chic which she had the good sense to make a stock in trade. For preserving all of these as well as she has, she is entitled to profound admiration, if more as a kind of perennial public personality than as an operatic artist. Jan Peerce (the Duke) and Robert Merrill (Rigoletto) both sang uncommonly well in the Verdi, for which Fausta Cleva was the conductor.

—IRVING KOLODIN.

* * *

IT IS eight years since Seymour Lipkin, emerging from the brimstone and fire of the Rachmaninoff Award to the honor of appearance with the Philadelphia and New York Philharmonic-Symphony, has played with orchestra in this city. His recent performance of an unhackneyed program in Town Hall showed him to be a pianist of which any country—including ours—should be proud. One doesn't often hear piano-playing like this, and one especially doesn't hear it from the young imports from abroad whose American introductions have included the orchestral dates long denied Lipkin.

From the opening Haydn sonata the entire program was vivid and fascinating. Lipkin took the undramatic Op. 22 (B flat) sonata of Beethoven and made it, through an impeccable rhythmic sense and complete technical command, exciting. He rose to romantic eloquence in the rarely played Mendelssohn Fantasy Op. 28, while projecting the unfamiliar, splendid third sonata of Harold Shapero with such clarity that one grasped its essence instantly. He finished with a dazzling performance of Ravel's "Toccata," of which the fiendish coda was done with orchestral brilliance and unflagging virtuosity. Showmanship is one element Lipkin possesses to an insufficient degree. It is important, as is given to few, notably few, of the finest artists. But the fact is, one doesn't often hear piano-playing like as this. The opportunities granted are many remote from his artistic standard rank high among the mysteries of the music business. You figure it out.

—ABRAM CHASINS.

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←**THE INTROVERT:** Emily Dickinson's life (1830-1886) contained about as little "action" as a woman's can. Without husband, career, children, or renown, she spent nearly her whole life within one house in Amherst, Massachusetts. In analysing the wonderful talent that germinated in these stuffy conditions, students have tried to pry hints of a wider physical life out of her poems or letters to her one or two male correspondents, but no one can be sure she did anything but think.

THE EXTROVERT: Miguel de Cervantes→ Saavedra (1547-1616) like most Spaniards of his era was a man of action. At the age of twenty-two he served as page on the staff of a powerful churchman in Italy, a few years later enlisting in the Papal forces at the Battle of Lepanto, where he lost his left hand. En route home he was captured by a corsair and sold into five years' slavery in Algiers. Only after these adventures, in the 1580s, emerged the wry and profound author of "Don Quixote."

The Quiet Spinster of Amherst, Mass.

***"Emily Dickinson: An Interpretive Biography," by Thomas H. Johnson** (Harvard University Press. 276 pp. $4.50), is a study based upon its author's experience as editor of the definitive edition of the poet's work. Professor Edward Wagenknecht of Boston University reviews it below.*

By Edward Wagenknecht

HAVING completed his work on the definitive edition of Emily Dickinson's poems [*SR* Sept. 10, 1955], Thomas H. Johnson now gives us his own impressions of the woman and her work. Despite its subtitle, his "Emily Dickinson: An Interpretive Biography" is not a biography in the ordinary sense—though it is certainly interpretive—for it is not developed chronologically and a good share of it is devoted to description and evaluation of Emily's poems. The author is a singularly modest man: though he has had opportunities enjoyed by no other student of Dickinson, he speaks generously of his predecessors and looks forward calmly to those by whom he expects to be superseded. "No study of genius," he says, "can see beyond the biographer's limits of sight. There are yet further lives of Dickinson to be written, more definitive surely, and better one hopes because they will be able to rectify the deficiencies of this one." Perhaps. But we may still count ourselves fortunate if from now on we must make out with what he has given us. Mr. Johnson accepts Emily's affection for Charles Wadsworth, though he scornfully rejects the legend that they once planned an elopement. "She certainly never made demands on him that were other than proper for a minister of the gospel to meet, though there was undoubtedly an affinitiveness in their emotional response to spiritual and intellectual issues." Her feeling for him importantly stimulated and released her creative energies, and, as Johnson sees it, it was her fear that this release might not survive his removal to San Francisco that caused her to turn when she did to Thomas Wentworth Higginson. Seven years later she told Higginson he had saved her life.

There was no question of love between her and Higginson, the "safest" of her friends, but she did love Judge Otis Lord in later years, and this feeling was reciprocated. Mr. Johnson even thinks that he may have proposed marriage to her after his wife's death. Her affection for Lord was, however, not important to her as a poet, for by this time her self-discovery had been made and her style established. As for the other wild conjectures of recent "psychological" biography, Mr. Johnson treats them exactly as they deserve: he simply does not find them worth mentioning.

Johnson rather severely criticizes Higginson for his failure to "understand" Emily Dickinson's poetry. I wonder whether any among even the major American poets of the time, including Whitman, would have done much better. It is true that Helen Hunt Jackson did, and this is her glory, for though she could force only one of Emily's poems into print, she, above any other person, did bring her friend "a conviction that her poems were of first importance."

Her biographer recognizes Emily's Peter Pan side (stimulated in part, he suggests, by Ik Marvel); he knows, too, that there was a neurotic or histrionic element in the withdrawal from life which she ultimately achieved. But he realizes too that her emotional responses were so intense that as she grew older she could no longer stand the strain of personal contacts.

> For each ecstatic instant
> We must an anguish pay
> In keen and quivering ratio
> To the ecstasy.

The testimony of at least one other indicates that she was right. "I never was with any one who drained my nerve power so much," wrote Higginson. "Without touching her, she drew from me. I am glad not to live near her."

It is interesting that though Emily is generally revered by the free verse crowd, she wrote practically no free verse herself. Her metres derive basically from English hymnology, her imagery from the Bible. Nature, death, and immortality were her great themes. She never confuses God with nature and though she conducted a running feud with God which Mr. Johnson compares to that of the elder Clarence Day, she might have found genuine clarification in Jonathan Edwards if she had known him better. Even as it is, "This Consciousness that is aware" is pure Edwards. I may add, though Mr. Johnson does not, that she might have been helped considerably by what contemporary American philosophy calls personalism. Her Death, developed out of symbol into reality, is called by Johnson "one of the great characters of literature."

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Always in Style

"Cervantes: The Man and His Time," by Sebastian Juan Arbó *(translated by Ilsa Barea. Vanguard Press. 261 pp. $4), is a new look at the author of "Don Quixote" by a Spanish scholar. Professor Thomas G. Bergin of Yale's Romance languages department reviews it here.*

By Thomas G. Bergin

FASHIONS in literature come and go; realism, romanticism, naturalism, symbolism succeed each other in incessant alternation as generation follows restless generation, but "Don Quixote" is a book that in more than three and a half centuries of life has never gone out of style. The relative merits of its two parts may be debated: one may find the broad and primitive fantasy of Part One more to one's taste than the subtler but more self-conscious Part Two or vice versa; one may laugh or cry at the mishaps of the good knight, admire or deplore the grossness of his squire, but the appeal of the work is enduring. Perhaps more than is the case in most major works of literature, the book's charm lies in the reader's intuition of the personality of the author. Dante has his forbidding austerities, Shakespeare eludes us, but the character of Cervantes, at once gay and melancholy but most of all compassionate, emerges clearly from every page of his masterpiece, woven of his own experiences, flesh of his flesh.

Because that is so, the vicissitudes of the creator of the pathetic Don have an especial interest for us. We should like to know all about him. It seems unlikely that we ever shall, yet in truth we do know more about him than we know of many great writers. We know his parentage, his station in life, a number of domestic details. We know of his gallantry at Lepanto, his years of imprisonment in Algiers, his thankless task of requisition officer for the Grand Armada, his lifetime struggle with poverty, his all but desperate literary ambitions; we know of his imprisonment and the repeated outrages suffered at the hands of fate and false friends. It is a tale to deepen our sense of the tragic—and alas, also the comic—meaning of life.

Having loved Don Quixote for many years, I should like to applaud unconditionally any book that deals with his creator. Unhappily I must confess to having some reservations about Senor Arbó's work. I find the book unclear in its basic conception; I am not sure whether it is meant to be historical, "scholarly" if you will, or a purely romanticized biography. I have no objection to either kind of book but a hybrid baffles me. And if this is meant to be a scholarly work it is certainly a bad one, being completely lacking in documentation. The translator's preface speaks of "important new documents" which the author has made use of, but in the reading it is impossible to distinguish new—or even old—facts from conjectures. Yet on the other hand if this is a romance it is a timid one indeed, lacking the courage of its own fancy.

Another objection to the character of the work is the author's idea of "the background of the times." The religious fanaticism and moral degeneration of sixteenth-century Spain, as well as her progressive political and economic collapse, are indeed a proper background study for Cervantes's life. But Señor Arbó instead of going into this kind of investigation chooses to give us instead sketches of the careers of Don Juan of Austria, the Duchess of Eboli and Antonio Pérez, in themselves colorful romances to be sure but having, in cold fact, little to do with Cervantes and too specialized to supply really significant "background."

For all that, there are good things in the book. The chapters on the captivity in Algiers are filled with details at once picturesque and convincing, and the same may be said of those dealing with Cervantes's procurement and tax-collecting tasks in Andalusia and La Mancha, those drab and trying years during which, as Señor Arbó tells us, Don Quixote himself came painfully into being. And if the true background, the texture of the times is inadequately reconstructed, yet it must be admitted that he has retold—and quite colorfully—the main events of the period, from the sad and enigmatic affair of Don Carlos to the frivolity of the Valladolid of Philip III, not forgetting the Grand Armada. It is not the book it might have been but it has its uses and its virtues. And surely it has a noble subject, well portrayed.

SOLUTION OF LAST WEEK'S KINGSLEY DOUBLE-CROSTIC (No. 1138)

ELAINE V. EMANS:

TECHNIQUE

When the sleep you woo
Has no eyes for you,
Think of drowsy things:
Butterfly's bright wings
Folded on a daisy,
Little creek too lazy
To babble . . .
osprey drifting
Through space, and wood-smoke
lifting
Effortless, quite thin—
Till sleep gives in.

Notes

THE POSSIBILITIES OF LANGUAGE: The poet Shelley wrote in "Adonais," "Dust to the dust: but the pure spirit shall flow/Back to the burning fountain whence it came,/A portion of the Eternal." From these lines Philip Wheelwright derives the title of **"The Burning Fountain"** (Indiana University Press, $6), a volume in which he discusses the language of symbolism.

In an excellent study he considers the expressive depth language of religion, poetry, and myth, as distinguished from the literal "steno-language" of science and logic. This he does in answer to those positivists who deny that language can reveal any insights into realities profounder than the creative minds of the poets or prophets uttering it. Of course, Mr. Wheelwright is by no means the first to recognize that expression may be rooted in symbolic depths of meaning which are virtually ageless. But in a technological age such as ours, which is frequently hostile to truths not immediately demonstrable, his search —ontological and semantic, as he himself defines it—is a welcome antidote to excessive practicality.

Equipped with the tools of the philosopher and literary critic, Mr Wheelwright is acutely sensitive to the possibilities inherent in imaginativ statement. With scholarly precisio and exactness of phrasing, he explair the function of symbol and metapho He takes up the semantic problems imagination, relating them to emblen and archetypes, myth and ritual. In terfusing with and developing out general concepts, he takes up partic lar elements of poetic language whi support his examination. Thus, seeks deeply for the religious sourc of ancient dramatic action, concer himself with the Oedipus legend, a then with the symbolic patterns Aeschylus's "Oresteia," For mode reference, he relates his thesis of sy bolic archetypes to the poetry of T. Eliot, through philosophical-semar analysis of "The Four Quartets" a "The Wasteland." Mr. Wheelwrigl book is a disciplined and brilliant frequently difficult, demonstration the marriage of literary criticism philosophy. —EDWARD A. BLOOM

D. H. LAWRENCE AS PHILOSOPHER: Re ers of D. H. Lawrence usually dis guish between the novelist and prophet; and one may safely g that he is more appreciated as former. His credo of blood-consci ness and phallus-dominance car carried to destructive or absurd tremes, and even in moderation

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Lawrence: "Oh, give me the novel."

nain somewhat intractable guides for nodern living. In a brief book enti- led **"The Love Ethic of D. H. Lawrence"** (Indiana University Press, $4) Mark Spilka has concentrated on one pivotal phase of Lawrence's doctrine, and howed how it operates in the context f several of his novels and then as a lank of his doctrinal platform in his on-fictional writing.

In analyzing the novels Mr. Spilka excellent, able to read them with erception and discuss them with un- mmon clarity and grace. Mr. Spil- a's explanation and analyses so early illuminate the sometimes urky depths of Lawrence's philoso- ıy that his study serves a useful nction even there. But perhaps the st comment on the relative merits of ıwrence's fiction and ideas is his m: "Oh, give me the novel! Let e hear what the novel says. As for e novelist, he is usually a dribbling r." —ROBERT HALSBAND.

IRISH ON THEMSELVES: For a long ıe now the critics and scholars ve been having their say about the sh literary renaissance which be- ı late in the nineteenth century l which has carried over well into twentieth. It seems perfectly rea- able, therefore, to listen to the ınions of those responsible for this

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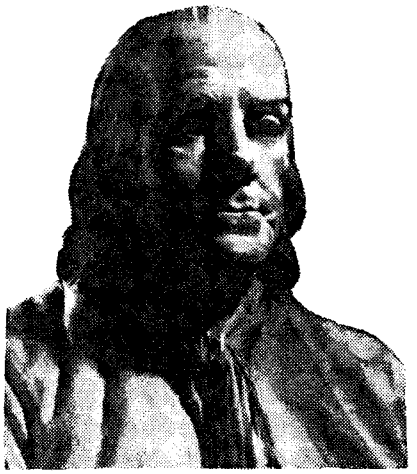
LITERARY I.Q. ANSWERS

Thomas (English). 2. Richard glish). 3. Nathaniel (English). 4. mas (English). 5. Elizabeth (Aus- an). 6. Edwin and Friedrich rman). 7. Charles (American). 8. ınn Gregor (Austrian). 9. James glish). 10. Wilhelm Conrad (Ger-).



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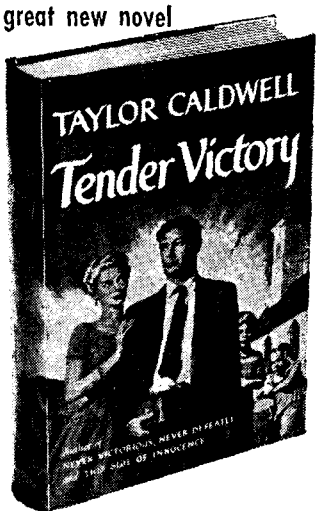

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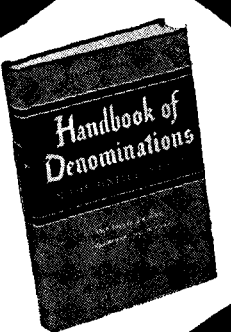

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interest, namely, the Irish poets, dramatists, and novelists. Estella Ruth Taylor has snipped here and there to let them be heard. The result is **"The Modern Irish Writers"** (University of Kansas Press, $3.50), which might be subtitled "The Irish on Themselves."

Her intention, she informs us, has been to prove that they regarded themselves "as a school with avowed aims and purposes which were sometimes subject to dispute within the membership; a school with organizations functioning for the pleasure and improvement of the Irish public and for the fostering of literary and dramatic genius." From various sources she has brought together the opinions —often very decided ones—of Yeats, A. E. Joyce, Moore, Padraic and Mary Colum, and others.

It is indeed interesting to hear them discourse on indigenous matters: expatriatism, the national temper, anglophilism and anglophobism, Gaelic, literary criticism, personal likes and dislikes, influences. But the final impression is that Miss Taylor has compiled a concordance of sayings rather than a coherent study. There is nothing genuinely conclusive about this volume. The "school," furthermore, is as notable for its divergencies as for its agreements. Miss Taylor has proved what is already well known, that in one degree or another, the modern Irish writers have been deeply concerned about modern Irish problems. There is no harm in being reminded of this, but no great value either when the literature speaks so eloquently for itself. —EDWARD A. BLOOM.

FRASER YOUNG'S LITERARY CRYPT NO. 656

A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 656 will be found in the next issue.

VWIS X FIPU X

FYPU.

—UWGPPIS.

Answer to Literary Crypt No. 655

Some folks can look so busy doing nothin' that they seem indispensable.

—KIN HUBBARD.

Fine Arts

Continued from page 19

ary development that has been, and still is, unfolding right under our eyes. Perhaps the most important contribution inherent in Carola Giedion's book is that she is one of the witnesses that have been keenly aware of this development. Long-standing acquaintance and friendship with many of the pioneering artists like Arp, Brancusi, LeCorbusier, and Vantongerloo, nourished her experience and account of it.

It is this solidly sustained contact with the creative process which enables Carola Giedion to understand how the seemingly lonely struggles of many artists actually are part of a coordinated effort. Striking and unexpected similarities become obvious in juxtapositions of works by Lehmbruck and Giacometti, Laurens and Brancusi, Boccioni and Picasso, Lipchitz and Gonzalez, to mention only a few. Out of the same awareness Carola Giedion is able to place the revolution into the context of tradition. The creative capacity of man reveals itself as the same through the ages and through different cultures. A piece of Laurens shown with a fountain in Rome (Fontana dell Tartarughe) of the sixteenth century, a Henry Moore shown with a Toltec head, a Brancusi shown with a Chinese Ming sculpture, have one quality in common that abolishes time and space (as much as they may be maintained in other respects) and makes the creation as such ever-present. "Contemporary Sculpture" deals with the dimensions of time and space as well as it has been given its place in them.

Critic's Yardstick

***"The Work of Art," by Stephen C. Pepper** (Indiana University Press. 183 pp. $3), is a definition by an esthetician. Our reviewer, Frances Blanshard, is the author of "Retreat From Likeness in the Theory of Painting."*

By Frances Blanshard

SOME years ago in his lectures on "The Basis of Criticism in the Arts," Stephen C. Pepper called attention to the surprising lack in esthetics of careful analysis of "the work of art," and appended an essay on the subject. This was a trial balloon for his most recent book. Here "the work of art" is the central concept and its study the means of unravelling the current tangles in esthetics.

The work of art, Professor Pepper says, is not a single object but three, distinct though closely related. First there is the physical object—a canvas covered with pigment, a marble statue, the score of a symphony. This exists continuously; it is the "vehicle" which carries the esthetic values, preserves them and controls them for perception."

Shifting now to the mind of the spectator, we discover works of art No. 2 and No. 3. No. 2 is the "object of immediate perception," or rather, the series of perceptions as one notes the colors and lines on a canvas, walks round a statue, or listens to a succession of musical phrases. These perceptions, born in a flash, do not vanish as they came. Those that are esthetically relevant linger in the memory to be fused and "funded," and thus transformed by the spectato into work of art No. 3. This is th "object of criticism." "Funding," process stressed by John Dewey, i what happens when prolonged stud of a painting leaves a residue of im pressions which blend into a unifie whole, and are experienced almost a if we sensed them. Even more esser tial is the "relevance" of all the items to the effect that is aimed a though there may be endless dispu whether a given word has achiev it. What is the test for its achiev ment? Mr. Pepper answers that t only test is the actual response the normal spectator who is train to discrimination. We agree.

A critic's skill may be measu by the range and relevance of perceptions he brings to bear; failure and progress must be e mated in terms of the almost sup human demands of a masterpiece the way of funded impressions. greater this masterpiece, the m probable that the object of critic (Mr. Pepper's work of art No. 3) no one man's construction, but ra an ideal toward which all critics

Once established in his own p tion, Mr. Pepper makes some effec little sorties against currently p lar schools. He takes both the em vists and the relativists to task. cording to the emotivists, to c work of art beautiful is to ex one's emotion about it, and an pression of emotion is no more or false than "Hurrah!" Accordi Mr. Pepper, this is far too si When we say that Breughel's " ter" is beautiful, we are maki complicated statement that is as or false as anything in physic are saying that if a person were to all the funded meanings that a

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responsive person would find in it, he would have a richly satisfying experience of a certain type. That this "object of criticism," is there in the picture in the sense that it is there for anyone with sharp enough eyes to see it is a hard indisputable fact.

Of course the emotivist might reply, "What I am really saying is that this ideal object of yours, which lies at the end of the critic's journey, itself depends for its value on satisfying our feeling." With this Mr. Pepper would have no quarrel; for him all value turns in the end on the satisfaction of impulse. But you can concede the place of feeling, he would say, without paying the price of throwing all objective standards away.

Hence he rejects relativism too. Of course if you take the work of art as No. 1 (the paint and canvas) or No. 2 (the immediate impression), people's responses to the work will vary wildly. But then, as he patiently explains, neither of these is the real work of art at all. The real work is what *would* be experienced by an ideal observer, and to say that this would be valued with the same variations has no plausibility whatever. If the Easterner could hear what the accomplished Westerner hears in each; *if* the Westerner could hear what the discerning Oriental hears in his strange semi-tonal melodies, the notion of an objective and comparative judgment would not seem in the last absurd.

All this will be frowned on by some fashionable critics of the day. Nicholas Murray Butler used to say that it is fairly easy to be clever and very hard to be right. Mr. Pepper has taken the harder course.

JAPANESE ARCHITECTURE IN CAPSULE: To tell something about Japanese architecture in 30,000-odd words is almost as difficult as squeezing the 80,000,000 inhabitants of the archipelago into an area as compact as the State of Ohio. To a certain extent Arthur Drexler has succeeded in **"The Architecture of Japan"** (Museum of Modern Art, $10). There is a little of everything in Mr. Drexler's monograph, from a passing mention of the tomb of Emperor Nintoku (c. A.D. 425), to more than one reference to the anemic representations in Japan of the International Style. Although more than one reader may regret that Mr. Drexler comes to no conclusion at the end of his survey, everyone will agree that this a handsome picture book. There is no point in scolding the author for leaving many questions unanswered. He has recently reminded us of the problems yet to be solved by those who propose to delve deeper into the subject.

—WAYNE ANDREWS.

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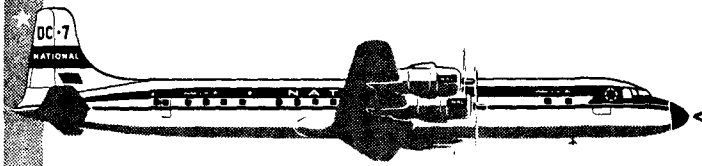

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Business Books

Continued from page 37

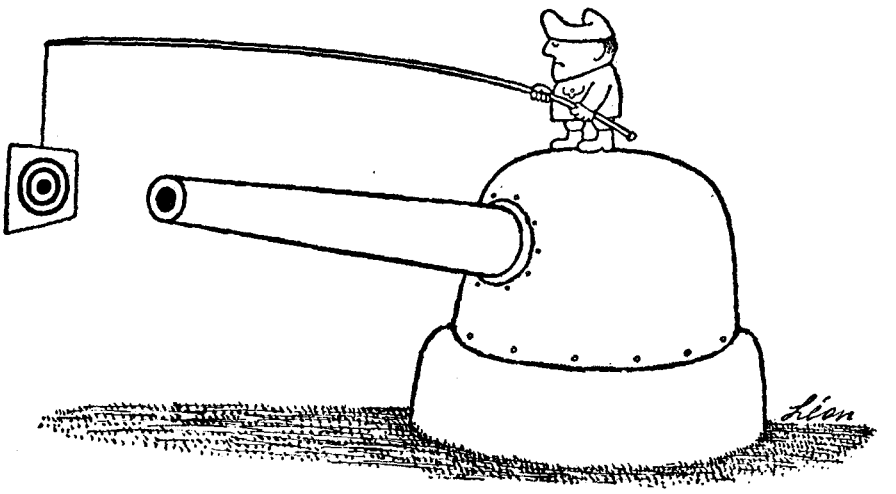
poration he eventually came to lead, and he worked his way up through channels to a vice-presidency from which he was promoted to the presidency at age fifty-two. He is a business "bureaucrat" with no experience outside his own company and only nominal investment in the business he directs. "He is a Republican in politics; he attends the Episcopalian Church, if he attends church at all; and he served the federal government in an advisory capacity during the war. He was, in 1950, sixty-one years of age."

To this Miss Newcomer would add that he is not what he was in preceding management generations. Salaried administrators who have never run their own businesses and do not hold controlling investments in their companies have increased from 30 per cent of the top executive group in 1900 to 72 per cent in 1950. Inheritance, contrary to earlier findings and forecasts, is not an important path to power and is declining in significance. Nepotism is at a low level and is shrinking.

Finally—and these observations may have critical bearing on the way top executives think and act and on the character of their influence on the corporate personality and behavior with which Mr. Maurer is concerned—today's top executives tend to be specialists rather than generalists: specialized in education, inbred in their job experience, and arriving relatively late in their careers in positions of top responsibility.

The picture inspires confidence and at the same time it is disturbing. The typical large corporation is a socially-conscious, group-oriented organization, aware of its responsibility for using its power wisely in the public interest and to secure its own future. But if top management is shaped by intellectual inbreeding and specialized education and training, will there be the potential for dynamic growth and adaptation to change that we have a right to expect from big business, in its own interest and in that of a strong and healthy society?

Evidence that many of today's top management are concerned about this problem is offered by their efforts to push authority and responsibility of a general management nature down to lower organization levels, and by the growing popularity of university and company executive development programs. It will take another generation, however, before we can appraise the results of these efforts.



The Boss's Background

"Big Business Leaders in America," by W. Lloyd Warner and James Abegglen *(Harper. 243 pp. $3.75), is an analysis of the backgrounds of nearly nine thousand men who are controlling voices in large industrial enterprises. It is reviewed below by A. H. Raskin, who covers business news for* The New York Times.

By A. H. Raskin

NO PART of the American dream is more cherished than the Horatio Alger story. The idea that a farm boy or a laborer's son can become president of General Motors is as basic as the idea that he can become President of the United States—and now with General Motors in the billion-dollar profit bracket, the first of these ideas is at least as attractive as the second. We like to think of our all-encompassing industrial system as an open economic frontier in which the youth from the wrong side of the tracks has the same chance to work his way to the top as the coddled son of the rich.

Unfortunately, it has been clear for a long time that this virtuous concept does not square too well with the facts of industrial life. Being born the boss's son is an excellent start toward business success. Dynastic patterns do operate in many important sections of the economy. An "elite" group, made up of the sons of business owners, corporate executives, and professional men, does get an overweighted share of the top jobs in industry.

The extent of this imbalance was indicated a generation ago when two Harvard economists, F. W. Taussig and C. S. Joslyn, made their classic study of American business leaders. They found that 58 per cent of the men with controlling voices in large industrial enterprises were themselves the sons of owners or executives. This was nearly ten times the number that would have made the grade if every group in the population had proportionate representation in industry's top drawer.

Taussig and Joslyn had little hope that the trend toward stratified leadership would diminish. On the contrary, they predicted that by no two-thirds of industry's high command would be recruited from the sons of successful businessmen. Since their 1928 survey, the country has undergone a catastrophic depression, a big war and a little war, a New Deal and a Fair Deal, and is now embarked on a businessman's administration.

How open is our industrial system today? Are the seats of authority permanently reserved for those born to the purple or the long green? Is it time to throw Horatio Alger out of the library and substitute an industrial version of Burke's Peerage? Lloyd Warner, a distinguished sociologist at the University of Chicago, and his associate, James Abegglen, have done a conscientious job of trying to answer these questions, using the same basic techniques that Taussig and Joslyn employed.

Their findings provide reassuring evidence that industry is not moving deeper into the deep freeze as its assets and power grow. Leadership is far from open, but it is less closed than it was at any earlier time in this century. The young man has nothing to offer but his ability has more chance to wind up in an executive post than did his father or grandfather. Interestingly enough, this is most true in the biggest of our

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businesses. After analyzing the careers of 8,562 business leaders, the authors are convinced that the larger a company is, the less weight it accords to birth or social connections in choosing its executives.

With all this, however, it remains a fact that more than half of today's executives had a head start when the doctor announced, "It's a boy." The Warner-Abegglen census shows that 52 per cent of the industrial upper crust is composed of the sons of owners and executives, as against the Taussig-Joslyn 58 per cent in 1928.

This not-too-encouraging statistic is made somewhat less unpalatable by a recognition of the extent to which the expansion of the economy has provided opportunity for a more representative sharing of executive jobs through the simple expedient of creating more jobs to share. The proportion of sons of clerks and other white-collar workers in the business elite is nearly four times what it was in 1900, and the proportion of laborers' sons has more than doubled, though both groups are still short of the share of representation to which their proportion in the general population should entitle them.

Without discounting the continuing weight of birth or social preferment, the authors believe that lack of equal educational opportunity is a powerful factor in the survival of unbalanced access to ranking jobs in industry. They regard college training as the "royal road" to business success, a statement eloquently supported by their disclosure that the percentage of executives with academic degrees is eight times the ratio for the country as a whole. Going to college seems, on their figures, to be a better way to get ahead in business than marrying the boss's daughter, although sometimes one leads to the other and success is really assured.

"Big Business Leaders in America" and in its companion volume for scholars, "Occupational Mobility in American Business and Industry, 1928-1952," (University of Minnesota Press, $5.50), Mr. Warner and Mr. Abegglen have provided fascinating information on who our business chieftains are, where they come from, what kind of women they marry, where they go to school, and, in general, what makes them tick. Their portraits of men who rise to power and of those who get there the hard way are excellent. Some of their conclusions seem a bit on the complacent side, perhaps as a concession to the business groups that sponsored the study, but their total analysis is a valuable contribution to an improved understanding of the men who shape our economic destinies.

Big vs. Little

"The Politics of Distribution," by Joseph Cornwall Palamountain, Jr. *(Harvard University Press. 270 pp. $4.75), is a study of recent trends in retailing. Our reviewer is C. B. Larrabee, former editor of Printers' Ink, now director of publications for the American Chemical Society.*

By C. B. Larrabee

THE businessman who most fervently professes his faith in the virtues of free competition, usually sees no signs of creeping socialism in government regulation of his competitors. He may protest violently against left-wing attacks on business, but some of the phrases he uses in fighting competitors echo the words of Marx, Engels, and Sockless Jerry Simpson. For example, in its campaign for chain store taxation, the National Association of Retail Druggists spoke of "the privilege-seeking few," "the dictatorship of money," and "financial feudalism," words right out of the lexicon of Populism.

By the skilful use of political pressures, independent retailers and their allies (and sometimes leaders), the embattled wholesalers, have achieved important legislative victories designed to hamper their large competitors. Yet Joseph Cornwall Palamountain, Jr., in "The Politics of Distribution," reaches the gloomy conclusion that "none of the legislative aids gained by independents were sufficient to help them appreciably." Rather, he argues, the retailers who did not fall before the inexorable trend toward bigness in distribution were those who refused to depend on legislation alone. They also used aggressive merchandising to fight their competitors, the chains, the department stores, the mail order houses. It is ironical that the NARD probably did far more for its members by teaching them better retailing methods than by getting laws passed.

Most of this, Professor Palamountain shows, is quite outside the ken of the classic economist. Strongly influenced by Ricardo, whose experience was largely in the stock market, the orthodox see something they call "the competitive conflict of the free market" in terms of nicely balanced forces operating according to logical laws. How wrong is this view Professor Palamountain points out by looking at three industries, food, drugs, and automobiles, and three bodies of distributive legislation, the chain store tax laws, the Robinson-Patman Act, and the Fair Trade Laws. He shows

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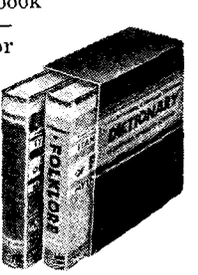

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that while the problems of the independent dealers may differ considerably because of industry characteristics, basically they stem back to the same cause, the trend toward business bigness.

In spite of the efforts of the independent grocer and the wholesaler to put brakes on chain growth, much of the pattern of food distribution today is set by the large manufacturers and the great supermarket chains, some of which now gross more than three million dollars per unit per year.

The retail druggist has seemed to be more successful in his fight against bigness. The large drug chain, however, is still an important factor in retailing, and the small druggist finds the large food supers taking a growing share of his sales of the very national brands on which he has always depended for his turnover.

In marketing their products, the large oil companies have been induced by vagaries of tax law to divest themselves of company-owned filling stations. Yet by a system of back-leasing, they exercise about as strict control over the independent dealer as they ever did and sell as much gasoline more economically than they could if they owned their own stations.

Much of the testimony at the recent Congressional hearings on dealer relations in the automobile industry might have been taken verbatim from the Federal Trade Commission Report on the Motor Vehicle Industry presented to the seventy-sixth Congress in 1940.

In "The Politics of Distribution" Professor Palamountain has made an important addition to the far too small number of books that have studied the behavior of the various factors in distribution in the light of the peculiarities of the American system. Although he finds weaknesses in Galbraith's theory of countervailing power or Bentley's group analysis theory, he writes in the same path-breaking tradition as those economists. He has chosen a smaller field, but he uses the same skill in digging out the essential relevant facts. He also avoids the type of massive fact presentation that so often clutters the page with the unimportant and the unnecessary.

There will always be those who, either because they are naive or because they know cannily that "there is money in it," will continue to place their faith in distributive legislation. They will charge Professor Palamountain with being a misguided cynic when, as he does in his sixth chapter, he states his basic thesis that "so great a premium does the economic pay for changes producing efficiencies and so relatively easy does it make those changes" that trying to pass laws to defeat chains is both impractical and impossible.

However, the independent businessman who hopes to survive and grow in the present era of bigness will learn a great deal from "The Politics of Distribution." Those who are already a part of that bigness will find much to enlighten them concerning the history of modern distribution trends in this objective study of the balances of power in modern American business.

Notes

PENSIONS FOR THE MILLIONS: Early in the century some employers made philanthropic gestures toward providing employes with retiremen plans, many of which failed becaus the financial implementation had bee miscalculated. Exactly how privat pension plans were removed from th area of well-intentioned philanthrop and put on a sound business basi forms the core of Kenneth Black, Jr.' study of **"Group Annuities"** (Univer sity of Pennsylvania Press, $4.50).

It was not until insurance unde writing companies were ready to st in during the Twenties that larg scale pension contracts became fe sible. A smoothly working progra as Mr. Black notes, requires that t employer make the contract self-su porting and as a precautionary mea ure keep close check on compa experience so that rates and reser can be adjusted to meet changing cc ditions. In blueprinting a pension p or in administering it employers v find Mr. Black's survey to be of r handbook value since he discusses c factors, the numerous legal angles pension contracts (not the least which is the qualifying requirem for Federal Income Tax Deductio the numerous types of group ann plans, upward industry trends in b efit levels, and the important of the insurance companies.

—SIEGFRIED MANDE

FOR GENTLEMEN FARMERS: In **"The cultural Regions of the United Sta** (University of Oklahoma Press, Ladd Haystead and Gilbert C. accept with the utmost cheer present farm situation and prosp for men of means. Their book freshly conceived, realistic, and v informative guide and manua modern business farming. Mr. stead's bold sketches of great shifts and of processing changes will alter the risk of specialty f ing, such as dairying, are of es value. The sections on "grasslan as a method of cutting costs and ing soil are both businesslik ardent. —RUSSELL I.

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Keezer

Continued from page 24

the Survey Research Center at the University of Michigan in the form of results of surveys of consumer attitudes toward the purchase of various kinds of durable goods. This group has discovered no evidence that the inclination to buy new models diminishes as the family's existing purchases mount.

We have recently had some striking demonstrations of the capacity of successful model changes not merely to sustain but to increase the demand for products already in bountiful supply. The automobile industry built record sales largely on the anguish of people who owned automobiles of only one color. And the American Telephone and Telegraph Company has uncovered large new layers of demands for telephones by replacing the conventional black with gaily colored and even two-toned instruments.

If, as I anticipate, we have a rather steadily expanding volume of consumer expenditure and business investment over the years immediately ahead, what else is there to worry about? It remains to consider what in prospect in the realm of government which rounds out the total economic outlook.

With anything like peace on earth to be prayed for than anticipated, the chances that the Federal Government will be able to cut military expenditures greatly are distinctly dim. But if we do have this good fortune, any cut is likely to be more than offset by urgent demands for other types of governmental expenditure, particularly that for public facilities such as schools, highways, and transit systems. Meeting these demands will require not only greater state and local expenditures but more federal aid as well. So in government, there is no likelihood of a shrinking economy at any time soon.

I indicated at the outset, I am operating under the impression that we are safely arrived in the economic Elysian fields with no troubles at all. I think it will be some years before the so-called farm problem ceases itself and becomes that of keeping the farmers from exploiting the rapidly increasing horde of city dwellers.

Also, until we learn to control business inventories properly, I think the ups and downs will give periodic shocks to the economy as a whole. Inventory swings in inventories have been due only to swings in defense expenditures in producing such ups and downs in business as we have had since the end of World War II.

Likewise, I expect the ebbing and flowing of consumer credit to contribute to continuing ups and downs in the sale of durable consumer goods.

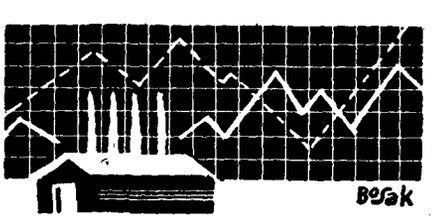
But I have confidence that the ups and downs of business generally will be held within limits which prevent them from becoming pervasively destructive. I count on the so-called built-in stabilizers to contribute to this end. Here I have in mind such arrangements as unemployment insurance, farm price supports, and an individual income tax which falls so fast when personal income declines that it almost adds an element of positive pleasure to such a decline because it is so hard on the tax collector.

But my primary reliance for steadily sustained prosperity is not on "built-in stabilizers." It is on built-in elements of growth and sustaining strength such as those I have arrayed. To these I would add as an important element of strength in the years immediately ahead the economic renaissance overseas.

With a Presidential election in the offing, I probably should add that I do not expect the outcome to affect my optimism about the economic outlook. My basic reason is that, with one party and another and in one way and another, we have worked out a set of national economic policies which, as a whole, work well. I do not think that either party will kick them over in dangerous degree to satisfy the extremists in its ranks.

Not having a great deal of substance separating the lines of national management they would follow if elected, I assume that the two parties will endeavor to compensate for this deficiency by the violence of their campaign oratory and thus perhaps create an illusion that economic decisions of scarcely less than revolutionary import are in the political balance. They won't be.

In politics we shall be traveling down the middle of the road—a salubrious position for the maintenance of prosperity—and forces at work within the economy will do whatever else is necessary to make it proof against reliving anything like the nightmare of the 1930s. In fact it will be much better than that. General prosperity will be the general rule.



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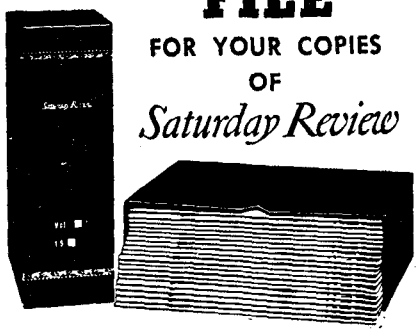

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Continued from page 27

pose. The schools and colleges of business are already staggering under a disastrous combination. The number of students has been increasing, the plant and facility is inadequate, the number and quality of teachers have been diminishing. A high percentage of students enter the classroom half-heartedly and absent-mindedly, to be taught by teachers who are increasingly unhappy and unwilling, if not in fact inept.

In a wild effort to provide knowledge, university curricula include every possible splinter course. If we are to know the world we live in, the educational reasoning has been, we must include at least a little bit of every new area of knowledge. Unfortunately, it is becoming increasingly clear that not in four years, if in fact in a lifetime, can the race to acquire information ever be won, even by those most eager to be taught.

The result produces its own devastation—the knowledge of one specialized field. We build towards a professional Tower of Babel and inadequately approach the art of managing life, men, and production.

The problem of education is far greater than the increasing difficulty in our schools. Most needed will be education that equips the individual to live in the new society. For example, even now the pressure of business progress is forcing the retirement age down towards sixty. In ten years it will be pushing lower. Pensions, Social Security, personal savings, investments, will all assure livelihood. But they do not create purpose. The problem will be magnified by increasing longevity and the health and vigor of the remaining years after retirement.

The leisure of this group coupled with the leisure of those whose workweek will fall towards a thirty-five hour week will present business with its most obvious opportunity. Here, clearly, is a market for travel, for cars, for vacations, for music, color television, automobiles, record players, hobbies, do-it-yourself, and a variety of time-filling services and products as yet undreamed.

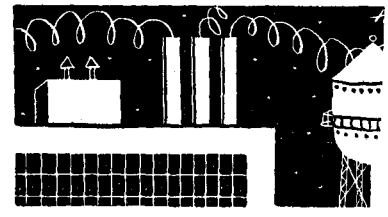
The problem for business, though, and for the economy is not solely one of market any more than the problem of our society is one of sustaining prosperity. Our economy, as no other in the whole history of man, already relies too much on dispensable purchases. A new and integrated concept of individual and social purpose may yet be the only bulwark that will save us from the most acute crisis of overproduction.

For its own survival, free enterprise must tackle the big questions—purpose, education and morality.

Now society has grown so comple: that we find it necessary to hel people who are not helping us i order to keep them from hurting u: This is leading to the new moralit of sharing, of giving without expect ing something in return. We are learr ing that it is one world, and we mu pool our resources to get ahead.

As yet, though, we continue grope for the new values needed renew our vigor. We are searching f a philosophy that will enable us find satisfaction in doing what h to be done. This accounts for t appeal of a Norman Vincent Pea promising success and satisfaction this life. It accounts for the return religion. It explains the remarka instances of business publicati concerning themselves with spirit and moral questions. So far thought of returning to the faith our fathers has been uppermost. it has not made us less restless.

The one hope is that we will new values to fit our age, as fathers did. In the decade ahead will be struggling to find the answ The new machines of the daw future will not provide the ans They will only speed the search. new leisure and larger capacit consume will not provide the ans They will make the need for ans more urgent. Prosperity will no enough, but it will provide the m to continue the quest.



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Booked for Travel

Continued from page 13

a box. There were Indians in *saris,* a New York producer, a Broadway columnist, and, in the seat next to me, a West German here to sell machinery.

"Are you afraid to be here?" I whispered to him.

He leaned over and said, "My family made me promise to cable them every day."

Although my own instructions from home were not so stringent, all along the route to Russia, from Sardi's to Stockholm, I was asked, "Aren't you afraid to go?"

For weeks my family had bombarded me with dire dissuading tales of fright and frostbite. A friend had called me from California before I left Manhattan to remind me not to lose my temper. Even a Russian acquaintance had said to me in New York that last night, "Do you really know where you are going?"

I suffered no apprehensions until last at Helsinki airport I bumped headlong into a Russian mission bound for India. Done up in huge coats and squashed fedoras pulled to the ears they seemed sinister types indeed. I was glad they were going the other way, wondered how it would be surrounded by 200,000,000 similar citizens. An hour later I was behind the curtain. Here there were no fedoras. The coats seemed proper. And the hats which are as indigenous as icicle to these latitudes seemed right. If fur hats are becoming, it is coincidence, for there are no dissensations to such frippery as fashion. Men's suits are big and baggy with overlong sleeves and untapered trousers. Men's ties in Gum, the main department store, cost from three to four dollars at our rate of exchange a nine-dollar tie is about what you would find at a dollar counter in the U. S. A silver fox is $520 and a muskrat coat in the window today carried a tag of 32,500 rubles or $8,122, which is a remarkable price no matter what the rate of exchange. While it is strange to see delegations from satellite countries dressed like Saks while their hosts are dressed like Kleins, it is difficult to explain the Russian obsession in dress with their esthetic passion and ardent love of ballet. Or for that matter their neo-gargantuan architecture with their penetrating interest in music. Although there are only half a dozen skyscrapers on the Moscow horizon no Soviet architect has chosen to adapt the airy touch of his neighboring Scandinavians. The Leningrad subway, which eclipses the Moscow metro on all counts, is a mammoth extravaganza, brilliant with great chandeliers of crystal, gold, and blue glass, of glass columns bound with gold rings.

I make no attempt to compare the Russian subways with our own, for theirs are certainly an improvement over our unclean, billboard-plastered tunnels. But their architectural triumphs, considered as *decor,* are massive and overwhelming.

It will be impossible for the American who doesn't speak Russian to begin to dissolve the Russian enigma. Without a working knowledge of the language he is insulated from the people. Guides supplied by the Government tourist agency have undoubtedly been chosen for fidelity as well as linguistics. As more Americans visit here the interpreter's job will prove more perplexing. Last week, while touring the Russian Museum in Leningrad with my guide, I expressed admiration for the Russian artist Repin. We saw many salons filled with his artful works until we came finally upon a tremendous canvas on which he had spent two years. It depicted a meeting of the state council of Tsar Nicholas in 1905.

"What a waste of time for a fine talent," I told her.

"What could the man do?" she said. "He was ordered."

"That's the best anti-Tsarist propaganda I have seen all day," I said, and together we had seen quite a lot. She smiled and shook her head. "I've never met anyone like you," she said. "You're frank."

Although the Soviet press continues to badger us daily and translated copies of their blandishments are scattered about the hotel for all to see, at the human level the attitude of the Russians is pure cordiality. The new regime apparently feels secure enough to permit the corruptive presence of a few Americans. Those Americans who come next summer, which seems sure to be a banner year for Russian tourism, will be viewed as exhibits of a new species. It will be important for us to refute in these contacts the dire allegations made against us daily in the Soviet press. The Russians are hoping that we will lose a few cliche impressions too. I was arranging my itinerary through the Soviet Union with a tourist official here with whom I have been friendly.

"You can leave Moscow for Helsinki the twentieth, the same day your visa expires," he told me.

"But suppose the plane is delayed by weather en route, and I'm held over?" I asked, not without some apprehension. "Then we wicked Bolsheviks will send you to Siberia," he said. And we all laughed very hard.

—Horace Sutton.

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Economic Peace

Continued from page 20

part a measure of past success and a means to future success; and success for the business firm is itself becoming increasingly a long range matter. In the long range, the interests of the firm and of society as a whole tend to coincide.

Accompanying the ubiquitous benefits of improved productivity there has occurred a broadening participation by the public at large in the beneficial ownership of production and distribution. Much progress thus has been made toward the management of business in the interest of all the people and the wide participation by the people in the benefits of business efforts. But this has occurred by evolution and without compulsion. It has occurred in a manner that is consistent with a flexible and free society. It has occurred without turning over the business life of the nation to the government.

Ours, as Erwin Canham once said, is the real revolution. We have, perhaps unwittingly, evolved an economic system capable of supplying great abundance in a manner consistent with political freedom. Abundance and freedom are the two goals toward which the people of the world so ardently look. Their appeal cannot be denied. It is because of this that the U.S. economy, if truly understood, can win the minds of the uncommitted; even the committed, in the course of time. But the goals of abundance and freedom cannot be and need not be sold as so many collar buttons. They are already sold. Nor can the U.S. economy be "exported" as a free enterprise system. When translated into the old terms with which they are familiar, that simply means to many of the world's people "freedom of owners to exploit the workers."

By example and by using the right terms ourselves, the conviction will grow that our business system combines responsiveness with efficiency and opportunity; and most important of all, that it is compatible with and a promoter of the society of free men. The abundance and freedom of our society will be observed and adopted by the world's peoples, if we do not insist on confusing ourselves and the world regarding what we really do have. In our economic system, properly understood, we have the spiritual as well as the material means of winning the peace. In this sense the U.S. economic system may be the only thing that can ultimately win the peace. —COURTNEY C. BROWN.

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By Doris Nash Wortman

DEFINITIONS	WORDS
A. Liquid purified by extraction with a solvent.	114 86 195 1 175 29 157 64 45
B. Spartan naval commander and diplomat, 4th cent. B.C.	169 51 77 102 58 4 78 199 15 131
C. Dr. du Vigneaud won a 1955 Nobel Prize as what?	95 65 11 25 19 189 205
D. Name of health resort in Ark., N.M., S.D., Va. (2 wds.).	113 54 141 74 162 207 36 198 120 73
E. Place in a floral shelter.	61 116 62 49 53 66 124
F. One possession which differentiates man from fish.	172 197 165 47 208
G. To tease, torment, badger.	158 181 128 176 97 63
H. In hybridization, an individual having at least one complete diploid set of chromosomes derived from each ancestral species.	173 145 22 31 163 184 125 81 115 154
I. Miniature transmitter with instruments, carried aloft for broadcasting atmospheric conditions every few seconds.	170 123 57 166 190 79 202 153 92 156
J. Impart elasticity to thin fabrics by repeatedly stretching in a current of hot air.	41 103 171 137 104 23 55
K. British educator who was director-general of B.B.C. 1938-42.	178 107 200 20 71 187 182
L. Cipher.	37 26 50 135 14 192
M. Device for taking hold of something.	151 133 201 127 183
N. Classification of Lauritz Melchior when he was at the Met., for instance.	39 72 148 44 6 164 84 185 80 75 159
O. Great and influential city of antiquity, in ruins now for a thousand years.	34 155 108 69 144 121 204
P. Wring from.	143 167 82 109 85 8
Q. Layer in front of a glacier, made of earth covered by a snowfall (comp.).	134 76 48 13 70 93 87 193
R. Carnivorous mammal of N. Europe and Asia related to the martens and sables.	88 132 9 16 111 150 27
S. English baron who spoke in Parliament on detaining Confederate privateer "Alabama", 1863.	177 60 130 99 68 56 188 126
T. The Wright brother who survived the other 36 years.	32 46 129 136 147 122 98
U. That 1928 "Page" of Ben Hecht and Chas. MacArthur.	179 24 140 43 90
V. British steamer carrying the two Confederate commissioners, 1861.	38 10 2 194 100
W. A leading actress; a leading Negro tenor; a U.S. President.	101 7 203 28 35
X. Roman saint and martyr of 2d cent. who had been a general under Hadrian.	119 42 83 30 160 186 105 40 152 12
Y. A Russian art movement, 1913, concerned with interrelation of nonobjective forms.	94 18 117 118 106 33 146 139 59 110
Z. Englishwoman novelist who collaborated with her father in 1798 in "Practical Education."	89 21 138 206 3 96 5 180 142
Z1. Where Word Z visited the great literary lion of the day, 1823.	168 17 161 196 174 112 191 91 149 52

DIRECTIONS

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line. . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop. Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.

■	1 A	2 V	3 Z	■	4 B	5 Z	6 N	7 W	8 P	9 R	10 V	11 C	12 X	■	13 Q	14 L	15
16 R	■	17 Z1	18 Y	19 C	20 K	21 Z	■	22 H	23 J	24 U	25 C	26 L	27 R	28 W	29 A	30 X	■
31 H	32 T	33 Y	34 O	35 W	■	36 D	37 L	■	38 V	39 N	40 X	41 J	■	42 X	43 U	44 N	45
46 T	47 F	48 Q	49 E	50 L	51 B	52 Z1	■	53 E	54 D	55 J	56 S	57 I	■	58 B	59 Y	60 S	61
■	62 E	63 G	■	64 A	65 C	66 E	67 Y	68 S	69 O	70 Q	71 K	72 N	73 D	■	74 D	75 N	■
76 Q	77 B	■	78 B	79 I	■	80 N	81 H	82 P	■	83 X	84 N	85 P	86 A	87 Q	88 R	89 Z	■
90 U	91 Z1	■	92 I	93 Q	94 Y	95 C	96 Z	97 G	98 T	99 S	■	100 V	101 W	102 B	103 J	■	1
105 X	106 Y	■	107 K	108 O	109 P	110 Y	111 R	■	112 Z1	113 D	114 A	115 H	116 E	117 Y	■	118 Y	■
120 D	121 O	122 T	123 I	124 E	125 H	126 S	■	127 M	128 G	129 T	130 S	131 B	■	132 R	133 M	134 Q	■
136 T	137 J	138 Z	■	139 Y	140 U	■	141 D	142 Z	143 P	■	144 O	145 H	146 Y	147 T	148 N	■	■
150 R	151 M	152 X	153 I	154 H	■	155 O	156 I	157 A	■	158 G	159 N	160 X	161 Z1	■	162 D	163 H	■
165 F	166 I	167 P	168 Z1	■	169 B	■	170 I	171 J	172 F	173 H	174 Z1	175 A	176 G	177 S	■	178 K	■
■	180 Z	181 G	182 K	■	183 M	184 H	185 N	186 X	187 K	188 S	189 C	■	190 I	191 Z1	192 L	193 Q	■
■	195 A	196 Z1	197 F	198 D	199 B	■	200 K	201 M	■	202 I	203 W	204 O	205 C	206 Z	207 D	208 F	■

Solution of last week's Double-Crostic will be found on page 46 of this issue.

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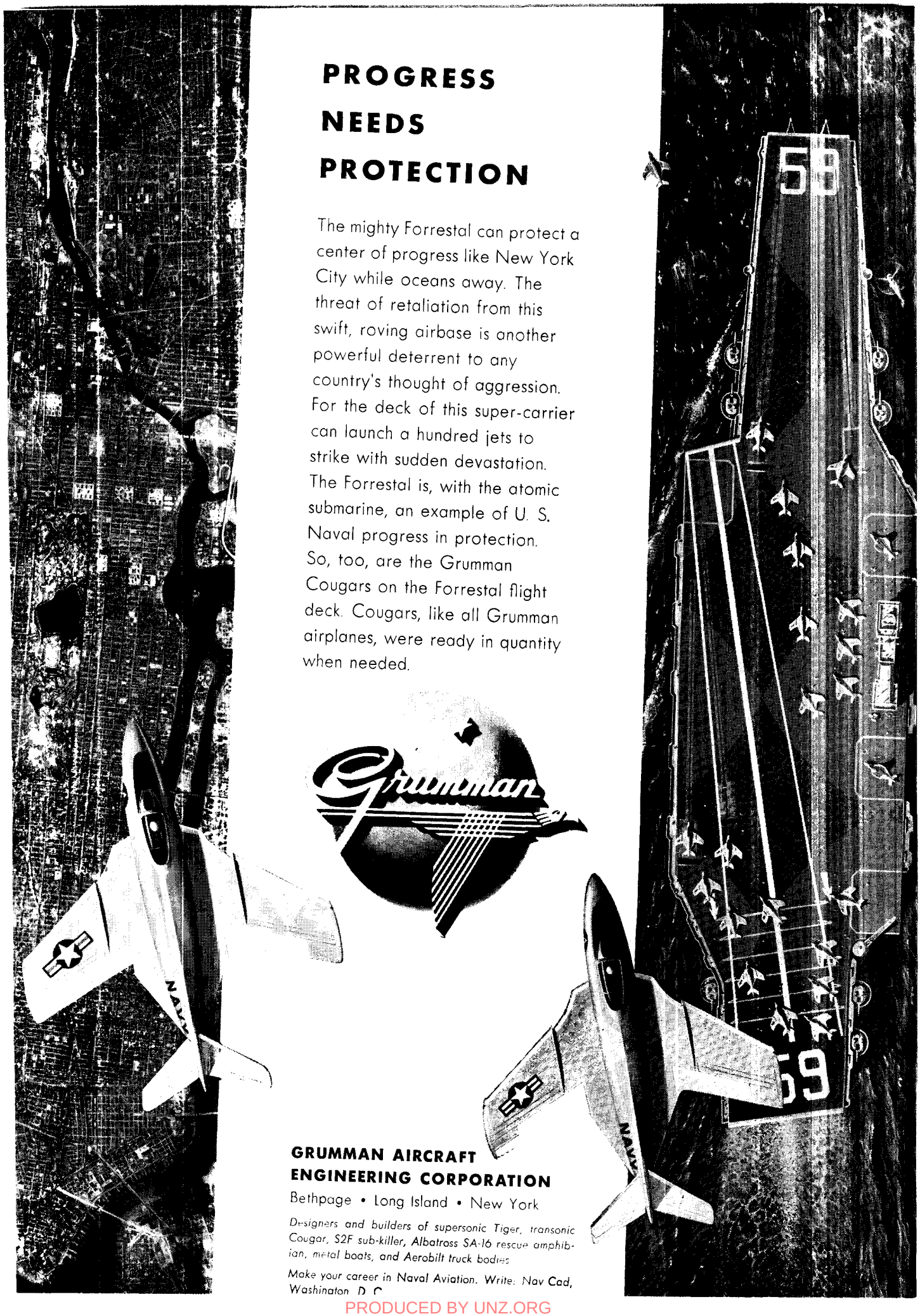

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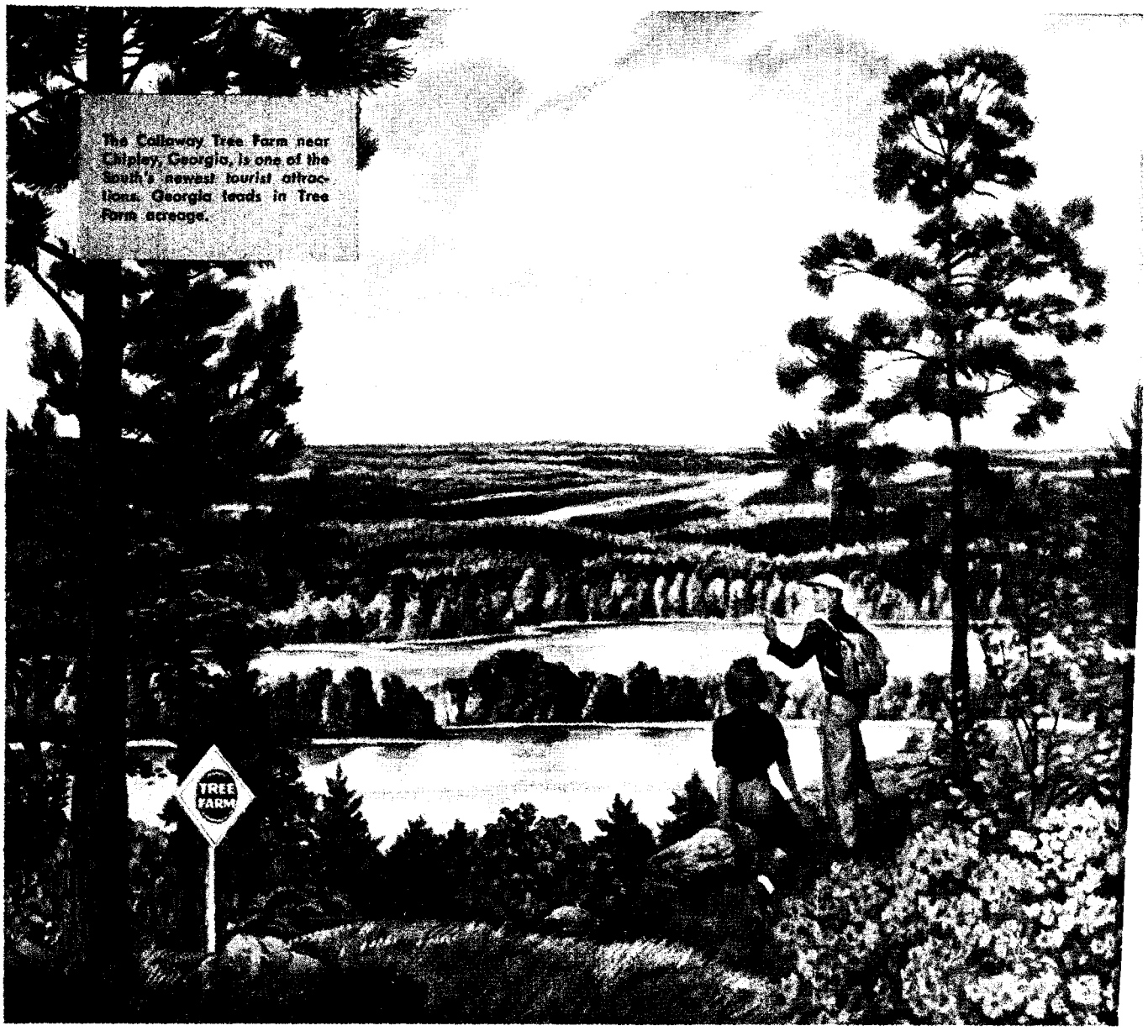

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